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Parking enforcement photos taken from the PBOT website https://www.portlandoregon.gov/transportation/34782

PBOT Parking Enforcement Process & Procedures Review

City of Portland, Oregon

SP+ MUNICIPAL SERVICES

Working in conjunction with:

THE SOLESBEE GROUP *and* MARLYN GROUP

Submitted to:

City of Portland
Patrick Boyd
1120 SW 5th Avenue, Ste 800
Portland, OR 97204

October 25, 2018

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I. Introduction

The City of Portland engaged SP+ and its partners The Solesbee Group and Marlyn Group (Consulting Team), to provide a comprehensive evaluation of the Portland Bureau of Transportation's Parking Enforcement Division (Division) and provide policy and operations best practices recommendation for the Division.

II. Methodology

The engagement formally began in late January 2018 with an on-site project kick-off meeting and request for information from the Consulting Team to the City. Subsequent information requests have following the initial round and continue. Four separate site visits were conducted for the purpose of observing the Division perform its various duties and to gather input from various members of the Division as to their duties. These took place on January 23-24, February 6-8, March 12-13, and March 19-21.

Two groups were formed to assist in the development of this and subsequent reports. The first, called the Steering Committee, is an internal group including key Division leaders. The second group, called the Stakeholder Partners Group, is comprised of representatives from groups outside the Division. In general, the Steering Committee is charged with overseeing the project and interfacing with the Consulting Team regularly and the purpose of the Stakeholder Partner Group is to provide high-level feedback on issues important to external partners that must be factored into future study recommendations as well as accounting for important contextual considerations related to the work of the Division.

STEERING COMMITTEE (PBOT)	***STAKEHOLDER PARTNERS***
▪ **Kezia Wanner**, Project Manager ▪ **Dave Benson**, Parking Services Group Manager ▪ **Ira Hill**, Business Systems Analyst ▪ **John Wheeler,** Parking Enforcement Supervisor ▪ **Brian Johnson**, Parking Enforcement Supervisor ▪ **Dawn George**, Parking Enforcement Officer ▪ **Julie Roe**, Office Support Specialist	▪ **Shawna Graber**, PBOT Information technology ▪ **Michelle Roach,** Parking operations ▪ **Faith Winegarten**, Development Services ▪ **Glenn Fullilove**, Advisor, City Attorney's office ▪ **Victor Sanders**, Parks and Recreation ▪ **Patrick Kramer,** City Tow Contract Administrator ▪ **Lucas Hillier**, City Campsite Cleanup Coordinator ▪ **Sergeant David Jackson**, Portland Police Bureau ▪ **Barbara Marcielle**, Multnomah County Court Administrator ▪ **Lynette Brown**, Parking Enforcement Supervisor

- **Donald Hunter**, Parking Enforcement Supervisor

In addition, a comprehensive organizational climate evaluation was conducted through one-on-one and small group interviews and an on-line survey. This process and its findings will be presented in detail below.

III. Deliverables Description

The work follows three distinct phases (Discovery, Assessment and Refinement) and will result in the deliverables outlined below.

A. Phase I: Documentation of Existing Conditions Deliverables

1. Parking Enforcement Division Roles and Responsibilities
   a. Documentation of formal and accumulated non-formal roles, duties and responsibilities
   b. Identification of workload staffing by assignment and associated with customer complaints/service requests including volumes by type, systems and methods used for logging and assigning to staff; tracking, reporting, and analyzing outcomes/resolutions.
   c. Review relevant RFI materials and documentation such as job descriptions, policies and procedures, organizational charts, staffing schedules, meter zones and customer complaint records
   d. Develop a job analysis questionnaire for team member interviews
   e. Interview a sampling of team members representing each role within the department using the job analysis questionnaire to further document roles and responsibilities
   f. Provide a report documenting department current state and relative workload and staffing currently assigned for each of the identified roles and responsibilities (e.g., number of meter zones and metered spaces and number of staff assigned to enforce parking).
   g. Documentation of operational standards including Policies, Procedures and Work Rules.
   h. Document use of Title 16 to enforce top 15 priority violations as determined by the Parking Enforcement Division
2. Technology Resources and Support
   a. Full analysis of current hardware and software technologies in use by the Division to meet its responsibilities covering such items as vehicles, handheld citation issuance devices, communications, and case management
   b. Identification of PBOT internal support provided to maintain technical systems.
   c. Identification of other technologies used with PBOT that may directly or indirectly relate to enforcement technologies
3. Division Staffing
   a. Documentation of current staffing levels for both management and line staff by organizational unit/function

   b. Documentation of permanent and temporary assignments
4. Work Scheduling and Shift Configuration
   a. Documentation of current scheduling and shift configuration for planned and contingent activities such as absences and inclement weather
5. Standards for Public Service
   a. Documentation of policies, procedures and standards for uniforms as well as field identification requirements, grooming standards while on duty, and customer service standards.
6. Hiring
   a. Documentation of PBOT's hiring practices, standards and testing including background and fitness testing for new hires
   b. Identification of civil service requirements
   c. Gather and review a sampling of materials used as part of the hiring process including job ads and descriptions, posting sites used, interview process, background checks and fitness testing, and candidate management throughout the process
   d. Document and evaluate Civil Service requirements for parking enforcement officer and supervisor roles and provide benchmarking comparison to industry peers
7. Training
   a. Documentation of current training program
   b. Compare role training plans to job descriptions to identify whether all learning needs are supported
   c. Determine whether learning needs related to field communications, situational awareness and safety, parking regulations, conflict resolution, emergency response, first aid and acting in the role of parking ambassador are supported by existing training programs
   d. Evaluate training program content in terms of learning objectives, delivery approach, tracking, and measurement
8. Organizational Climate
   a. Qualitative and quantitative survey instrument that gauges employee satisfaction and engagement
   b. Documentation of baseline organizational climate assessment
   c. Develop methodology and related survey to assess levels of team member engagement that can be submitted anonymously
   d. Establish a mechanism that will allow employees to anonymously share feedback in between surveys
   e. Create and provide training for internal department team member who will manage the survey going forward
   f. Conduct the first survey, tabulate and report results
9. Reporting
   a. Identification of currently available data and the method by which the data is commonly used by other cities
   b. Articulation of barriers and impediments that limit the Division's ability to access data for the management of enforcement activities

B. Phase I: Stakeholder Engagement Deliverables

1. Review relevant RFI materials and documentation
2. Select, educate and prepare Steering Committee
3. Develop engagement processes and materials, including:
   a. Small Group Conversation strategy and format
   b. Online questionnaire design and testing
4. Determine in-person meeting and online questionnaire implementation schedule
5. Coordinate with PBOT staff to ensure attendance and proper notice for in-person meeting offerings
6. Provide full documentation of stakeholder engagement strategy and supporting materials
7. Provide a Phase I recap and concurrent updates to Steering Committee

C. Phase II: Assessment Deliverables

In the assessment phase, recommendations will be presented in written form for the following:

1. <u>Hiring Process Assessment</u>
   a. By Hiring lifecycle phase, an inclusionary narrative with key recommendations highlighted for consideration taking into account department needs, objectives and industry leading practices
   b. Hiring program strategy map to address any discovered gaps that includes project plan, estimated timeline for effort, and ongoing support tools to ensure sustained results, post implementation
2. <u>Division Roles and Responsibilities</u>
   a. Proposed staffing plans to meet demand and expectations for core roles and responsibilities and additional duties.
3. <u>Customer complaint process improvements</u>
   a. Tools for improving customer interactions, problem-resolution and documentation.
4. <u>Technology</u>
   a. Hardware and software recommendations and cost estimates
   b. Anticipated integrations and policy, procedure and process considerations.
   c. Comparison of technology currently used within Parking Enforcement and how it compares to other commonly used tech within the industry.
5. <u>Division Training</u>
   a. By department role, a report on competencies, skills and experience gained from existing training programs
   b. Recommendations of additional training programs and enhancements to existing programs to ensure division objectives are achieved *in parking regulations, conflict resolution, emergency response, self-defense, first aid and public/customer service.*
   c. Training plans by department role to prepare individuals for responsibilities and identify learning opportunities to provide a roadmap for advancement Recommended training plans to include specific subjects that must be included in a contemporary enforcement program as well as proposed methods of training and assessment. This will include a specific and detailed training plan by

position/function, and a developmental roadmap by role of training opportunities that can be utilized to prepare employees for advancement.

6. Organizational Climate
   a. Develop a draft report assessing department team member engagement levels, and understanding of their roles and how they relate to parking enforcement's mission and its connection to PBOT's overall mission and goals
   b. Assessment of team member perceptions regarding communication channels up and down the organization
7. Deployment Plans
   a. Tactical schedule Based on Core Methodology
   b. Schedule and Area Prioritization
8. Strategic Framework
   a. Articulated Division Goals, Objectives and Future Vision.
9. Key Performance Indicators
   a. Develop to support achieving the Division's strategic direction, goals and desired outcomes
   b. KPIs will answer Key Performance Questions grounded in articulated Division goals.
10. Data Collection and Analysis
    a. In addition to KPIs, additional recommendations will be made with respect to the collection, analysis, dissemination and integrity of other data generally available in the parking industry that will aid the Division in making management decisions.
11. Investment Strategy
    a. Recommendations will be arranged by impact and investment with priority given to those that provide high impact while making the most efficient use of human and capital resources. Recommendations will also be arranged temporally, giving the Division an actionable implementation roadmap.

D. Phase II: Assessment Stakeholder Engagement Deliverables

1. Facilitate one 2-3 day site visit for Small Group Meetings.
2. Launch online questionnaire and support PBOT staff to ensure maximum staff and partner engagement.
3. Develop a draft memo that provides a comprehensive overview of the internal stakeholder engagement process, participants, results and recommendations. The PBOT team will also have access to raw questionnaire data, report in aggregate to protect the confidentiality of participants. The memo will also include suggested next steps for continued and regular staff and interdepartmental partner engagement.
4. Provide a Phase II recap and concurrent updates to Steering Committee

E. Phase III: Refinement Deliverables

1. Annotated, edited version of Title 16 reflecting the review of Title 16 as conducted by the consulting team.
2. A separate document detailing the items recommended for revision or elimination in Title 16.
3. All necessary adjustment and refinements to Phase II deliverables will take place based on the work of reviewing and recommending changes to Title 16.

F. Phase III: Refinement Stakeholder Engagement Deliverables

1. Incorporation of staff and leadership comments into draft memo and optional presentation of stakeholder process at the conclusion of the consulting engagement.
2. Revised first two deliverables (Documentation/Discovery and Assessment) to reflect both City feedback and any new information obtained.
3. Final Report will include the work completed for all phases of the project, for both the Division organizational review and for the review of Title 16.
4. Final report will be delivered to the Director of PBOT; ten copies of the report will be submitted in hard copy, and a digital version as an editable Word document will be submitted to the Parking Services Group Manager and the Parking Enforcement Division Manager
5. Said report shall become the property of the City and an open public document in accordance with the laws of the State of Oregon.

In addition to the deliverables outlined above for Phase I, this report will include a bulleted list of preliminary recommendations. These are based on the initial field observations and will be used to guide internal and external stakeholder engagement and recommendation refinement as the project moves into the final phases.

IV. Phase I Findings

A. Parking Enforcement Division Roles and Responsibilities

1. Formal and accumulated non-formal roles, duties and responsibilities

The Division performs several parking enforcement related functions including the following:

a. Parking enforcement including enforcing regulations pertaining to on-street metered parking, signed parking spaces in the right of way, and areas restricted from parking.
b. Enforcement of regulations related to automobiles abandoned in the public right of way.
c. Area Parking Permit Program related enforcement.

The Division also currently provides the following activities that while transportation related are not parking enforcement related:

a. The collecting of monies from parking kiosks located in the public right of way.
b. Placement of signage for public right of way parking spaces temporarily removed from service.
c. External inspection and regulatory enforcement of vehicles that may not be abandoned but may have persons living within. The Division terms this “vehicle Inspection.”

Statutory authority of the Division originates from Portland City Code and states that the duties of the position of parking code enforcement officer are to provide assistance as special police officer in the enforcement of parking regulations as provided by Portland Title 16 chapter 16.10, and other related work under the direction of the Bureau Director. The code here is broad enough to allow for all of the current duties yet it is likely that the several current duties can be best described as “accumulated” in the sense that the Division has absorbed these duties beyond what was likely to be their original more traditional role of parking enforcement.

Original" Traditional" Duties	Accumulated Duties
• ROW parking enforcement including time restrictions and restricted parking	• Area Parking Permit Program enforcement • Parking kiosk revenue collections • Vehicle Inspection • Abandoned auto enforcement

B. SUGGESTIONS AND RECOMMENDATIONS – Organizational Responsibilities

Organizational Roles and Responsibilities

PBOT perform duties and responsibilities assigned to the Parking Enforcement section that should be reviewed and evaluated to determine if it’s in the proper span of control and organizational responsibility. The Parking Enforcement Division should focus their efforts on the primary function of enforcing parking regulations with emphasis on timed parking, permit parking, metered parking, fire, life and safety issues.

When comparing PBOT to other parking entities across the United States there are some glaring differences and anomalies that are uncommon to others in the industry. PBOT is indeed unique with having the vehicle inspection team (VIT), meter collections and the delineator responsibilities as a parking enforcement function.

The VIT is probably the most obvious concern. This function is responsible for enforcement of vehicles being used as living quarters such as RV’s and the homeless living in their personal vehicle. They often come upon confrontational situations with individuals who are displaced, drug addicted and showing signs of mental disorders. Because the PBOT are not sworn officers they are put into these dangerous environments without any real protection or self defense mechanisms. In addition, they often come across drug paraphernalia, needles, condoms, blood and other body fluids that may create a health safety concern.

In most other municipalities these functions are handled by code and regulatory enforcement or local law enforcement. Our recommendation would be to evaluate these functions and move them into the regulatory division or police department. Since

Regulatory is currently responsible for tow contracts and RV recycling the VIT function would be a natural fit.

Another function that needs to be evaluated is parking meter collections. This is currently handled by parking enforcement. The reasoning was separation of duties. With today's technology and auditing capabilities the risk of internal theft has been greatly minimized with the parking industry as a whole.

These functions are typically managed by the meter operations section of most cities as they are responsible for all equipment, infrastructure, rates and analysis. These functions should be moved to the Parking Operations Division for a more cohesive operation. The Parking Operations Division can manage and rotate staff members to perform collections if there is a concern about separation of duties. There is adequate staff with the existing Parking Operations to absorb this function and the two people assigned to collections could be redeployed into Parking Enforcement functions which would make both operations more efficient.

The other function that should be evaluated for proper organization is the Delineator responsibilities. This is being handled by one person that is not even classified as a Parking Code Enforcement Officer. They are classified as a Utility Worker. The functions that are performed are in the field involving space reservations using delineators and signs. This is a responsibility that is typically handled by a meter operations section in other parking jurisdictions and the recommendation is to move this function into the Parking Operations Division along with all field meter operations and maintenance. By moving the delineator functions and meter collections into the Parking Operations Division the meter operations would be much more efficient and parking enforcement could strictly concentrate on their primary functions.

County Court and Court Procedures

All tickets issued are recorded by the county court at the end of the day when the hand-helds are cradled and uploaded. Officers are required to appear in court when someone appeals a ticket. Based on our observations the following comments and recommendations are offered.

The presiding judge has dictated that officers go to court 30 minutes before the scheduled time in an effort to meet with the defendant and settle the ticket. These meeting are in a large open seating area where the audience sits. Each officer will verbally ask for a defendant's name and they will then get together very quietly to discuss the ticket. This entire process needs to be changed in an effort to bring a sense of privacy and professionalism into this judicial procedure. These "one-on-one" discussions can place an officer who issued a ticket in an awkward and somewhat

confrontational position in having to justify their actions without a presiding judge present or any other support structure for the actions required of them in the field of duty.

The officers have the discretion to negotiate, reduce or dismiss the violation that they issued prior to the judge calling court in session. This type of procedure is unheard of within the parking industry and in most other law enforcement type procedures. On the day of observation in court every ticket that was appealed was either reduced or dismissed by the officer and the judge accepted each decision with no explanation or justification. The officer basically becomes the judge/hearing officer. This absolutely compromises the integrity of the entire process as the officer can issue and then reduce or dismiss a ticket as they see fit. It would be very easy to show favoritism or even get into a situation of unethical and/or illegal conduct.

To further complicate the problem Officers do not have any type of supervision, guidance, instruction, protocols or reasoning that they use for these decisions. It's all at their sole discretion which is a huge accountability issue and creates possible integrity concerns. There is no one from the City monitoring these proceeding and therefore no consistency for any of the decisions that are being made.

The City needs to meet with the County Court judges and express their concern. There should be very strict guidelines as to when a ticket can be reduced or dismissed, and the guidelines need to be in writing in the form of an SOP manual for judicial proceedings and courtroom demeanor.

One highly recommended solution could be an administrative type of appeal that performed prior to an actual court date if state laws permit. Since the violations become the property of the court after issuance this would have to be an initiative that is fully supported by the county court with cooperation and financial support from the city. This type of appeal process is used effectively throughout the country and relieves the workload from the court system and expedites the process in a more efficient and transparent method.

C. Workforce, Workload and Staffing

Workforce

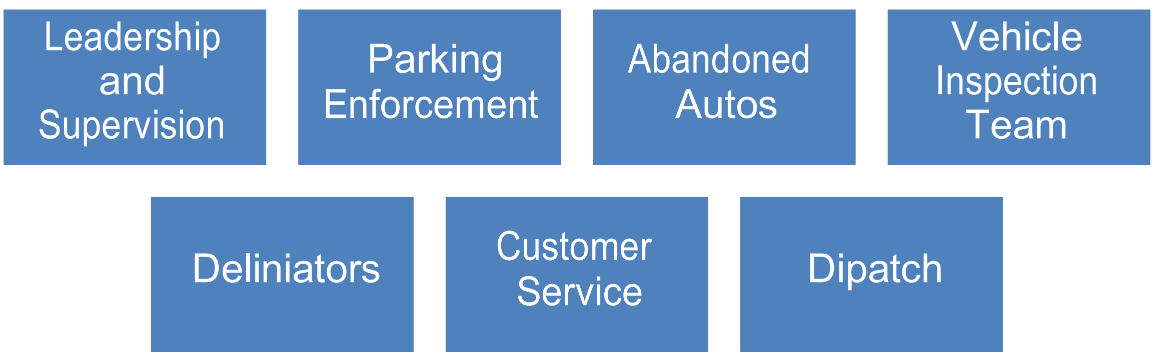
There are 77 rostered positions in eight job descriptions within the Division as follows:

1. Transportation Division Manager (1)
2. Business Systems Analyst (1)
3. Senior Program Manager (1)

4. Parking Enforcement Supervisor (4)
5. Parking Code Enforcement Officer (66)
6. Utility Worker II (1)
7. Office Support Specialist II (2)
8. Seasonal Maintenance Worker (1)

At this time 9 positions are vacant including 7 parking code enforcement officers (10% of the total rostered enforcement officer positions).

The Division workforce is generally divided among the following functional groups:
1. Leadership and Supervision
2. Parking Enforcement
3. Abandoned Auto
4. Vehicle Inspection Team
5. Dispatch
6. Customer Service
7. Delineators and Collections



Workload Staffing by Assignment – Field Staff
Workload staffing by assignment and associated with customer complaints/service requests including volumes by type, systems and methods used for logging and assigning to staff; tracking, reporting, and analyzing outcomes/resolutions.

Current workload and staffing assigned for each of the identified roles and responsibilities (e.g., number of meter zones and metered spaces and number of staff assigned to enforce parking).

Workload Staffing by Assignment – Supervision
Four Parking Enforcement Supervisors provide supervision for line staff. The number of reports by supervisor varies as does the "technical" areas of responsibility. Each supervisor is cross-trained to back other supervisors to mitigate any continuity of operations issues that may arise due toabsences.

Supervisor 1	**Number of Reports: 16.5**
Primary Responsibilities	**Back Up Duties**
Timekeeping	Swing Shift
Administrative Staff Oversight	Signage Issue Coordinator with Bike Officers
Human Resource Issues	Walkers
Dispatch	Policies and Procedures
Abandoned Auto/VIT Program	
Delineator Program	
Tow Company Issues	
Event Committee Supervision	

Supervisor 2	**Number of Reports: 15**
Primary Responsibilities	**Back Up Duties**
Scooters	Abandoned Auto Program
Public Complaints	Town Company Issues
Daily Scheduling and Beats	Dispatch
Booting (detached assignment)	Handhelds
Signage Issues Coordinator with Ops	Collections (detached assignment)
Relief Lists/Weekly Schedule	Officer Hiring
	Court Issues and Processes
	Radios
	Administrative Staff Oversight

Supervisor 3	**Number of Reports: 8**
Primary Responsibilities	**Back Up Duties**
Bike Officers	Delineator Program
Handhelds/Handheld Contract	Complaints from Public
Officer Hiring	Booting (detached assignment)
Bike Committee Supervisor	Inclement Weather Coordination
Court Issues and Processes	Phones
No Cite Law Enforcement Program	Training Program Coordinator
Collections (detached assignment)	Vehicles and Fleet Coordination
Technology (Handheld) Committee	Scooter Officers
Safety Issues and Committee Supervisor	

Supervisor 4	**Number of Reports: 23**
Primary Responsibilities	**Back Up Duties**
Walkers	Timekeeping
Phones	Relief Lists/Weekly Schedule

Inclement Weather Coordination Vehicles and Fleet Coordination Overtime Uniform Committee Supervisor Training Program Coordination Swing Shift Radios Policies and Procedures	Daily Scheduling and Beats

D. Operations Standards, Policies, Procedures and Work Rules

The Division has a comprehensive list of policies that comprise its standard operating procedures. Most contain document origination information (author and date) and any update dates though update dates are not accompanied by an update author. These procedures are encapsulated in an Enforcement Procedure Book (see Appendix A for Table of Contents).

Recent major policy updates appear to have taken place in May of 2013 and September of 2017.

Standards, Policies, Procedures and Work Rules

Policy	Last Updated
Abandoned Autos	5/13
Animals in Vehicles	9/17
Blocked in Vehicles	9/17
Campers, Boats, RVs, Etc.	9/17
Car Share	9/17
Court	5/13
DMV	5/13
Document Shredding	5/13
Farmers Market	5/13
Film Procedure	5/13
Handheld and Written Cites	9/17
House Moves	5/13
Loaves Fishes	5/15
Metro	5/13

Moratorium	5/13
Multiple Violations	5/13
Neighborhood Enforcement	5/13
Non-City Signage	5/13
Non-Enforceable Areas	5/15
Non-Regular License Plates	9/17
Notebook Feature in Handheld	6/17

Standards, Policies, Procedures and Work Rules (cont.)

Policy	Last Updated
Objects in Parking Spaces	5/13
Oregon Museum of Science and Industry	5/13
Oregon Historical Society Bus Parking	5/13
Overtime and All Related Violations	9/17
Parking Lots	3/15
Parks Enforcement	3/15
Portland Center for Performing Arts	9/17
Permits	5/13
Pets in Vehicles (replaced with Animals in Vehicles)	
Portable Signs/A-Boards	5/13
Portland Building Loggia	5/13
Public Right of Way City Property	5/13
Radio	5/13
Saturday Market	5/15
Service Requests	10/15
Sidewalk Cafes Vending Carts	5/13
Special Events	5/13
Street Closures	5/13
Streets New and Vacated	5/13
Streets Unimproved and Alleys	5/13
Sunday Enforcement	5/13
Swing Shift	5/13
Thirty Second Rule	5/13
Timing Procedure	5/13
Tow Procedures	9/17
Train Station Union Station	5/13
Unattended Minors	5/13
Unmarked Police Vehicles	5/15
Valet Zones	5/15

Vehicles Without ID	5/15
Warnings	5/13

Service Request Prioritization

Service requests that come to the Division are prioritized as Priority One which must be dealt with within 30 minutes or Priority Two which require a same day response.

Service Request Prioritization

PRIORITY ONE (w/in 30 min)	**PRIORITY TWO** (same day)
Alarm (Vehicle)	Angle Loading
Auxiliary Traffic Lane	Angle Parking
Barricade Verification	Area Permit Abuse
Bike Lane (tow request)	Area Permit Required
Blocked Driveway (unless cite only requested)	Bridge Approach
Blocked Street/Alley	Carpool Zone
Block View at Intersection	Compacts Only
Bus Zone (If from Tri-Met)	Compliance Required
Bus Zone (tow request)	Cycles Only
Compliance Required (tow request)	Divided Highway
Disabled Zone	Driver Remain at Wheel (tow request)
Double Parking	5 Min. Driver Remain at Wheel (if driver at wheel)
Edge Line	Failure to Display Current Registration
Edge Line (tow for Streetcar)	For Sale on Public Street
Fire Hydrant	Government Vehicle Prohibited
Handicapped Ramp	Government Vehicles Only
Hotel Zone (tow request or not)	Improper Display Meter Receipt
Loading Zone (tow request)	Improper Display Meter Receipt – Off Street
Mail Zone (tow request)	Improper Use Carpool Permit
Mass Transit Lane/Street	Improper Use Construction Hood
Metered Loading Zone (tow request)	Improper Use Maintenance Hood
No Parking Anytime	Improper Use Reserved Zone
No Parking in Block	Improperly Secured Vehicle
No Stopping or Parking	In Lieu of Off-Street Storage
Order to Tow	Keys Left in Ignition
Park Within Intersection	Loading Zone
Preventing Free Passage	Meter Feeding
Prohibited Time (Protime)	Metered Loading Zone
Reserved Zone	Motor Running
Taxi Zone (tow request)	No Front or Rear Plate
Temporary No Parking	Non-Compliance-Electric Car
Tow-By-The-Hour	Non-Designated Parking

Service Request Prioritization (cont.)

PRIORITY ONE (w/in 30 min)	**PRIORITY TWO** (same day)
Traffic Hazard	Official Zone
Water Meter Blocked (meet with Water Bureau)	Other
Yellow Curb	Over 1 Ft. From Curb
	Over Space Line
	Overtime Parking Meter
	Overtime Parking Zone
	Park Over Crosswalk
	Park Over Sidewalk
	Pedestrian Way
	Planting Strip
	Right of Way for Parking
	School Zone
	10 ft. Rural Mailbox
	Theater Zone
	Truck Off Street Park Required
	Truck/Trailer Prohibited
	Unlawful Use Disabled Permit
	Wrong Way

E. Priority Violations

When asked to prioritize parking citations, the Division identified metered parking and fire, life and safety violations. This is an appropriate approach given the primary function of municipal parking enforcement operations is to ensure the safe use of public parking resources and to manage parking spaces to support economic and community goals.

In terms of number of citations written, over the last 12 months, half of the citations are meter related citations. In relation to types of citations (94), meter violations far outweigh any other violation despite being only 18 of the 94 types. These violations include prohibited meter feeding, parking at an overtime meter, parking without a meter receipt and re-parking on the same block.

Fire, life and safety citations include ADA violations, fire hydrant, blocked driveways, and parking over crosswalks.

The Division also prioritizes “space management” type violations which include overtime parking, parking in a reserved zone, and improper display of a receipt.

Division Violation Priorities

	Violation Name	Type	Avg Per Month	% of Total
1	Meter Related	Space Management	7,358	40.8%
2	Upper NW Meter Related	Space Management	476	2.6%
3	Fire Hydrant	Fire, Life Safety	210	1.2%
4	Handicapped Ramp	Fire, Life Safety	149	0.8%
5	Overtime Parking	Space Management	720	4.0%
6	Improper Display Receipt	Space Management	626	3.5%
7	Blocked Driveway	Fire, Life Safety	204	1.1%
8	Reserved Zone	Space Management	139	0.8%
9	Park Over Crosswalk	Fire, Life Safety	112	0.6%
10	Wrong Way	Fire, Life Safety	152	0.8%
11	Bike Lane	Fire, Life Safety	72	0.4%
12	Park over Sidewalk	Fire, Life Safety	65	0.4%
13	Yellow Curb	Fire, Life Safety	62	0.3%
14	No Stopping or Parking	Fire, Life Safety	55	0.3%
15	No Parking -Auxiliary Lane	Fire, Life Safety	9	0.0%
16	All Other Citations		7,604	42.2%

F. Technology Resources and Support

Technology Inventory

The following is a list and brief description of technologies currently used by the Division.

1. Microsoft Windows 7
    a. Microsoft Word - Used to document processes, procedures, print bar codes and documents.
    b. Microsoft Outlook – Used for email communications between the officers, management team, vendors, and other internal groups and individuals.

c. Microsoft Excel – Rosters, officer schedules, reports, deliverable tracking, planning, communication with other groups and vendors, used to keep tract of barcode labels.
d. Microsoft Access – Used in conjunction with the Bartender application.
e. Microsoft Server/SQL – Serves the backend for Politess Office, Abandoned Auto records, and the Service request system.
f. Politess Office – Creates officer documentation for the court, prepares citations for transfer to the court, provides user management for the handhelds. Transfers citation information from the x600 handheld devices to the citation Microsoft SQL server, delivers updates to software on the hand-held devices, updates data tables on the handhelds (scofflaws, beats, notebooks, offense codes, officers, parking meter numbers, invalid permits, remarks, streets, vehicle manufacturers).
g. Bartender – Used in conjunction with Access and Excel to print bar codes for meters and block face identification in meter districts.
h. Cale Web Office – Used to validate pay by phone and pay by plate citations, user administration of pay by phone enforcement solution, and create documents for officers to take to court for challenged citations when pay by phone was being enforced.
i. Reflection (terminal emulation software) – Used to access plate information by dispatch for deployed officers.
j. Microsoft PowerPoint – Used to create officer training materials.
k. Zebra printers to print bar codes and create updated labels for delineators for barricade inspections.

2. X600 Handhelds – Windows CE

   http://www.schweers.com/index.php/en-US/products-usen/hand-held-technology-uden/ticketman-x6/229-x600-technical-specifications-usen
   Used for citations issuance, warning issuance, timings, permit checks, scofflaw identification, excluded plates, and tag warrants (tow warrants).

3. iPad – IOS
   a. Abandoned Auto system – Used to update the Abandoned Auto records by officers in the field. City provided solution.
   b. Portland Online – City provided interface to City provided software services
   c. Waze – GPS based mapping and routing system.
   d. Google Maps – Used for viewing city streets in various ways.
   e. Web Outlook – Used to read city emails.

4. iPhone – IOS
    a. Parking Kitty – Used by system analyst to test citizen facing pay by phone system.
    b. Cale WEB based enforcement system. Used by officers to enforce pay by phone and pay by plate parking.

5. Microsoft Windows 7(32 systems) and Windows10(4 systems) – Laptops and Windows Pads have Windows 10 along with 1 Workstation. Both are used for the same workstation functionality.
    a. Will be used for updated Key Systems GFMS key control system.
    b. Zebra printer drivers for Windows.
    c. Zebra printer device to print labels.
    d. Amanda – City specific system used by the delineator team to remotely re-print barricade/delineator labels that are incorrect when provided by the sign shop.

6. Service Request system – City supplied system to track service request and manage cases dispatching to officers.

7. Abandoned Auto system – City suppled system to gather data from the public, assign to Abandoned Auto officers, and track case status.

8. Meter collection system – NexGen product that manages meter/lock configurations and tracks meter collection efforts.

9. Key management system – Key Systems GFMS system used to manage access to keys and track key auditing.

Technology Inventory

Type	Workstations
Windows 7 Workstations	32
X600 Handhelds	72
iPads	9
iPhones	60
Microsoft Windows 10	3
Service Request Systems	10
Abandoned Auto Systems	14
Meter Collection Systems	2
Key Management Systems	1

Major Technology Systems

The Division uses multiple technology systems to conduct its work. These can be grouped into the following systems: Citation Issuance, Citation Adjudication, Communications and Work Intake. It should be noted that since Multnomah County manages citation adjudication, technology associated with that work is not addressed extensively here.

Citation Issuance System

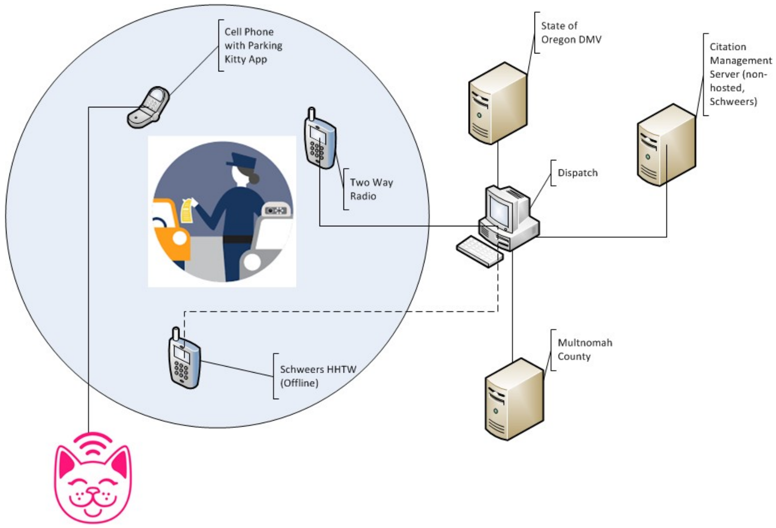
The Citation Issuance System describes what enforcement officers use to issue parking citations. Presently, officers use Schweers brand handheld ticket writers (with integrated printer), a standard City owned cellular phone equipped with the City's pay by cell application – designed by Passport Parking and branded "Parking Kitty"- and two-way radios for communicating with dispatch. In addition, Abandoned Auto officers carry iPads.

Dispatchers have access to the State Department of Motor Vehicle database to facilitate DMV look ups.

A typical citation issuance may look like the following:

1. Portland uses a pay and display method whereby parkers purchase time through parking kiosks and display the parking receipt on their vehicles.
2. Parkers may also pay for parking through the Parking Kitty application and Kiosk based pay-by-plate.
3. An officer sees that there is no receipt or that the time on the receipt has lapsed.
4. In the case of no receipt present, the officer uses the cell phone and Parking Kitty application to verify if the parker has paid through the app. If no, the officer uses the Schweers hand held ticket writer (HHTW) to process the citation. They may contact Dispatch via the two-way radio for information about the vehicle (such as to confirm that the vehicle registration is valid). They may also contact Dispatch to check for past citation history using the City's Schweers Citation Management non-hosted server.
5. The officer may also use the HHTW to "chalk" a vehicle which means that they are determining if a vehicle has been parked past the amount of allowable time either in a paid or time-restricted only environment.

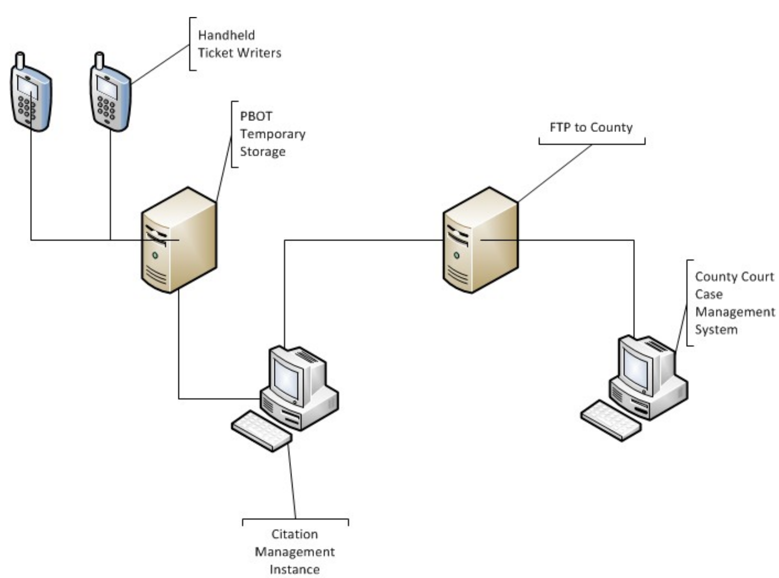
Citation Issuance System



Citation Adjudication System

The City's HHTWs are not normally connected to the citation management database except when they are docked at the end of each shift. Therefore, they do not carry a live instance of citation information. Once docked, the HHTW information is downloaded temporarily to an internal server and then to the CMI only. From there, citation information is sent via file transfer protocol to Multnomah County (eCourt) for adjudication purposes. The flow from the City to the County is one way in the sense that information about the ultimate disposition of citation is not returned to the City's citation management system.

Schweers Handheld Ticket Writers and Citation Processing

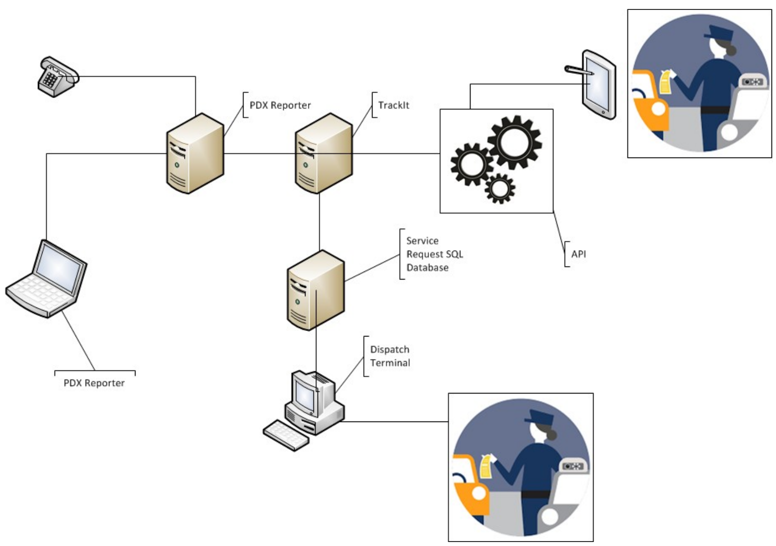


Work Intake System

There are several ways for citizens to interface with the Division to request service. This is primarily to report vehicles believed to be abandoned or occupied by the homeless.

PBOT offers citizens access to a system called PDX Reporter which is a web-based intake system. The system is free to use but requires users to have an account. Information from this system is fed to a Visual Basic SQL database (called Service Requests, or SR) used by Division staff to assign and track work. Receiving, inputting and updating information in SR is done by dispatchers and customer service personnel. Abandoned Auto and VIT officers also have information available to them from the intake system and its components via a utility that provides for two-way communication and information exchange using iPads.

Work Intake System



Internal Technology Support

Aside from the Business Systems Analyst and parking enforcement supervisors with specific experience working with HHTWs, there is limited internal technology support for an organization with the size and complexity as the Division and none of the existing support can be described as dedicated. Internal support for maintaining and maximizing the capabilities of technology and pursuing necessary integrations is currently only collateral in nature because the staff supporting technology advancement within the Division has duties that are considered primary.

It is important to note that others within PBOT offer the division support in terms of technology use and advancement though these resources, much like the Division, have other more pressing responsibilities.

Technologies Under Consideration

1. iPad – Mobilizing the Abandoned Auto application. Deployed.
2. iPhone – Pay by plate, pay by phone, and citizen assistance. Deployed.

3. LPR – Tested Schweers integrated LPR on the X7 handheld to see if this will work, however, this is no longer an option, so looking into vehicle mounted LPR.
4. Ruggedized smart phone(RG730x) – is being replaced by the Zebra TC56x and ZQ510(printer) after primary test Division.
5. TC56x – After primary test of X7 and RG730x, Division will pursue the TC56x as the solution.

G. SUGGESTIONS AND RECOMMENDATIONS - Technology and Integration

Technology

Currently multiple technology systems are in use by the PBOT parking Enforcement Division to conduct its daily work tasks. These systems are not fully integrated and/or do not provide real-time connectivity to field staff or to the management staff. Due to this lack of technology integration and data availability there is a lot of information unavailable to field staff which requires communication back to Dispatch to verify information (registered owner, citation history, etc.) and the use of multiple handheld devices in the field which can be cumbersome and inefficient. This can also complicate training of new staff and create lengthy SOPs for that would otherwise require simple solutions due to the technology lag and lack of unification across systems.

There are a couple of solutions that should be immediately explored to create a more efficient work process for field staff. The current citation management database utilizes an internal self-hosted server that doesn't allow data to be available in real-time to field staff and only when the HHTW devices are docked is data transferred to and from the HHTW device. The Division should explore a cloud-based hosted solution either with the current vendor or a new vendor that provides similar services for enforcement application software that meets the division's needs. Often the cost of maintaining and upgrading a self-hosted server can be transferred to the cost of a cloud base solution and provide a more up to date server environment in which to operate from. A number of vendors provide different pricing models to work into existing budgets either with software as a service (SaaS) models or other affordable options.

Ideally this cloud-based solution would allow for and integration with the Parking Kitty application and Cale pay stations or at least allow for one device to be used for both the functions of issuing citations and verifying payments made through the Parking Kitty and Cale platforms, eliminating the need for multiple devices.

The Division should require any cloud-based solution to have the following capabilities:

- Real-time data availability and reporting
- Application Program Interface (API) availability for integrations

- Dashboard capabilities and Web-Based management tools
- Be Hardware Agnostic (Apple, Android, Windows)
- Support and Troubleshooting Services

Along with a cloud-based solution the need for more modernized field equipment would greatly benefit the Enforcement Division. Implementing vehicle mounted LPR integrated with a cloud-based enforcement solution would allow for more efficient and should integrate with the current payment vendors in place as well.

The current industry trends are moving to more web-based or cloud-based applications as computing power with smart phones has allowed for a number of a capabilities to be possible. The goals of any future technology implementation should attempt to ensure Data Integrity and Availability, Sustainability, Efficient Operations, Open Source API's (for ease of integrations). Overall the Enforcement Division would benefit from establishing an IT Roadmap outlining future advancements in technology over the next 3-5 years. This will help identify feasibility and timing of technology upgrades as well as outline budgetary needs/constraints.

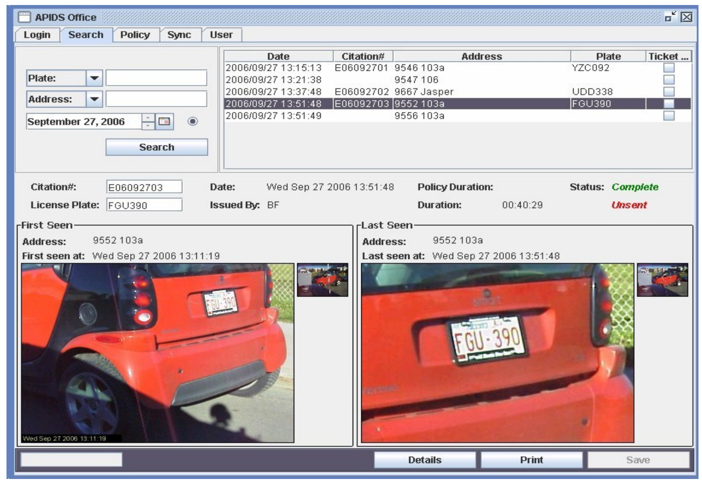
License Plate Recognition (LPR)

PBOT is considering purchasing an LPR System (License Plate Recognition) that uses cameras mounted on a vehicle to scan license plates as they drive down the street. This system would allow PCEO's to drive down the street and identify violators immediately without having to input any data into a hand-held device. This system should be integrated with the existing Cale Pay Stations and Parking Kitty. In addition, the City would need to install a ticket processing system (if Shweers cannot) that would also be integrated therefore requiring the PCEO to carry only one device.

PBOT is using Parking Kitty (Passport) as their pay by cell application which involves the driver to input their license plate to park at a metered space. Parking Enforcement staff is required to carry a smart phone with the Parking Kitty App in addition to their ticketing system (Shweers). There city continues to move to a Pay by License Plate Operation for the current Pay Stations. This is the trend for other municipalities across the country and should make enforcement efforts a lot more efficient.

By implementing an LPR System the City could also implement a “Permit by Plate” as part of the APP (Area Parking Permit Program). In essence each APP would have their license tag number assigned as the permit and the LPR vehicle would simply drive down the street to identify authorized permits thus saving a tremendous amount of time currently taken walking beats, or on bike patrols or scooters.

Another benefit is time zone enforcement. Currently the procedure to enforce time zones is very cumbersome with officers inputting license plates into their enforcement device. Because of the time it takes to do this the PCEO’s may only be able to enforce short term time zones only once or twice per week. Using an LPR System the PCEO would simply have to drive down the street reading the plates and then return within the proper time frame. The majority of time zones could be enforced on a daily basis several times per day.



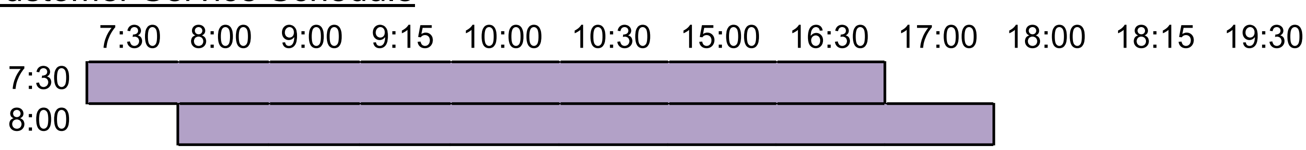
By going to an LPR System the City would be in a position to evaluate all existing beats and schedules and would be able to become extremely proficient as well as efficient. The cost of 1 system is approximately $50,000 but the return on investment would be realized immediately.

H. Work Scheduling and Shift Configuration

Customer Service

Customer Service personnel work two shifts, one from 7:30 am to 4:30 pm and from 8:00 am to 5:00 pm Monday through Friday.

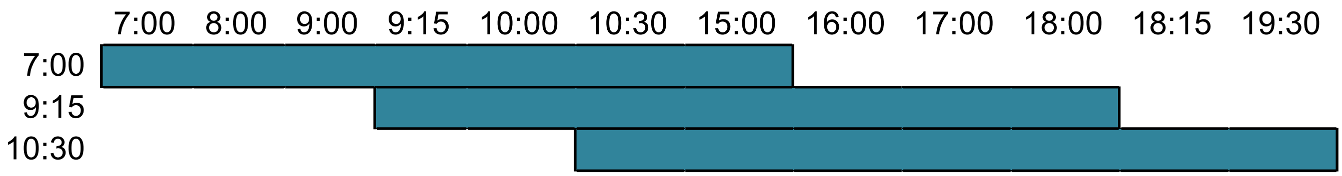
<u>Customer Service Schedule</u>



Dispatch

Three overlapping shifts working Monday through Friday comprise the dispatch operation. These are: 7:00 am – 4:00 pm, 9:15 am – 6:15 pm and 10:30 am – 7:30 pm and include a one hour paid break for each eight our shift.

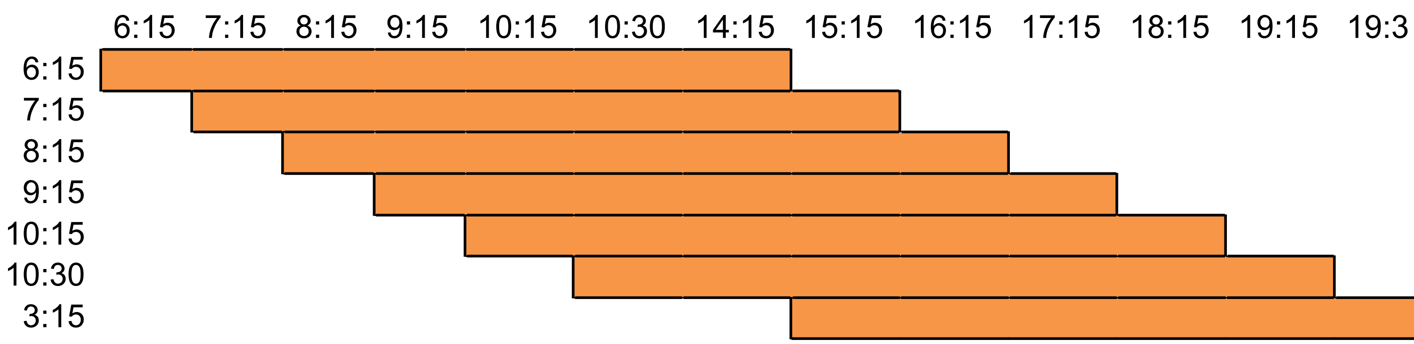
Dispatch Schedule



Enforcement

Enforcement services for the City of Portland are provides seven days a week. The majority of Division enforcement staff works during the day shift and are on duty for eight hours plus a one-hour unpaid lunch breaks. Shifts are: 6:15 am – 3:15 pm, 7:15 am – 4:15 pm, 8:15 am – 5:15 pm, 9:15 am – 6:15 pm, 10:15 am – 7:15 pm, and 10:30 am – 7:30 pm. The swing shift works from 3:15 pm – 11:45 pm.

Enforcement Shifts



Abandoned Autos (AA)

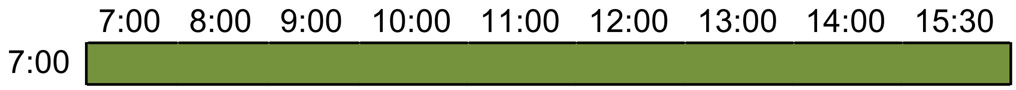
The AA Unit shift is from 6:00am to 2:30pm Monday through Friday.

AA Schedule

Vehicle Inspection Team (VIT)

The VIT shift is from abandoned auto shift is from 7:00am to 3:30pm Monday through Friday. The AA and VIT work eight hours and receive 30 minutes of unpaid lunch break.

VIT Schedule



Delineators

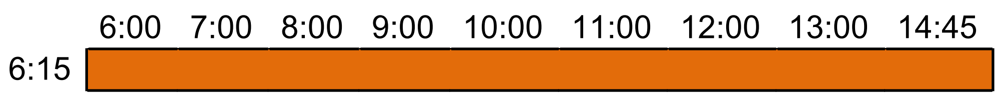
The delineator staff works Monday through Friday from 6:00 am to 2:30pm with 30 minutes of unpaid lunch break and on demand on weekends as needed. This will be done by PE officers, and in some cases, the utility worker on weekends as necessary.

Delineators Schedule

Collections

The collections staff works Monday through Friday from 6:15 am to 2:45pm with 30 minutes of unpaid lunch break.

Collections Schedule



Contingency Staffing

The Division fills shift vacancies using a seniority-based system where staff identifies the shifts and duties they are willing to take in case of an absence. There does not appear any documented continuity of operations for any major incident including weather related incidents.

The Division does have a list of priority beats that presumably are used to determine in what order unfilled vacancies are addressed.

The six-person VIT serves as the inclement weather team. Their deployment depends on the needs of the City; they may be deployed any time and any day.

Staffing Plan

The Division plans for deployment of 69 field[1] shifts during a typical weekday. There are typically 21 shifts on Saturday and 7 on Sundays.

Typical Weekday Rostered Shifts

	Scooters	Walkers	Bikers	Autos	VIT	AA	Del	CS	Dispatch	TOTAL
6:00-2:30	3					4	1			8
6:15-3:15	5									5

[1] Excludes Division Manager, Parking Enforcement Supervisors, Business System Analyst, Senior Program Manager, Office Support Specialist II, and Seasonal Maintenance Worker.

7:00-3:30					6					6
7:00-4:00									1	1
7:15-4:15		6	1							7
8:00-5:00								2		2
8:15-5:15	3									3
9:15-6:15	5	1	2						1	9
10:15-7:15	1	13	3							17
10:30-7:30			5						1	6
3:15-11:45				5						5
TOTAL	17	20	11	5	6	4	1	2	3	69

Typical Saturday Rostered Shifts

	Scooters	Walkers	Bikers	Autos	VIT	AA	Del	CS	Dispatch	TOTAL
6:00-2:30										0
6:15-3:15										0
7:00-3:30										0
7:00-4:00										0
7:15-4:15	3	1								4
8:00-5:00										0
8:15-5:15	2									2
9:15-6:15	1		1							2
10:15-7:15		9	2							11
10:30-7:30			2							2
3:15-11:45										0
TOTAL	6	10	5	0	0	0	0	0	0	21

Typical Sunday Rostered Shifts

	Scooters	Walkers	Bikers	Autos	VIT	AA	Del	CS	Dispatch	TOTAL
6:00-2:30										0
6:15-3:15										0
7:00-3:30										0
7:00-4:00										0
7:15-4:15										0
8:00-5:00										0
8:15-5:15										0
9:15-6:15										0
10:15-7:15	1	6								7
10:30-7:30										0

3:15-11:45										0
TOTAL	1	6	0	0	0	0	0	0	0	7

The above staffing plan results in approximately 155,000 hours of deployed time and 18,000 hours of unpaid lunch breaks for a total payroll of 173,000 hours. This requires approximately 75 Full Time Equivalent staff comprised as follows: 18.40 Scooter FTE, 23.20 FTE Walkers, 12.0 FTE Bikers, 5.0 FTE Autos, 6.0 FTE VIT, 4 FTE Abandoned Auto Detail, 1.0 FTE Delineator, 2.0 FTE Customer Service, and 3.0 FTE Dispatch. With the addition of the Division Manager, four FTE of Parking Enforcement Supervisors, the Business Systems Analyst and the Senior Program Manager, this brings the Division to a total of 82 FTE.

Total Hours and Total Paid Break Hours by Shift Start

	Total Hours/Day	Total Paid Break Hours/Day[2]	Total Hours Worked/Yr.	Total Paid Break Hours/Yr.
6:00-2:30	64	6	16,640	1,560
6:15-3:15	40	5	10,400	1,300
7:00-3:30	48	3	12,480	780
7:00-4:00	8	1	2,080	260
7:15-4:15	88	11	16,224	2,028
8:00-5:00	16	2	4,160	520
8:15-5:15	40	5	7,072	884
9:15-6:15	88	11	19,552	2,444
10:15-7:15	280	35	42,848	5,356
10:30-7:30	64	8	13,312	1,664
3:15-11:45	40	5	10,400	1,300
TOTAL	**776**	**92**	**155,168**	**18,096**

Total Hours by Function and Day ofWeek

	Scooters	Walkers	Bikers	Autos	VIT	AA	Del	CS	Dispatch	TOTAL
Weekday	39,780	46,800	25,740	11,700	13,260	8,840	2,340	4,680	7,020	160,160
Saturday	2,808	4,680	2,340	-	-	-	-	-	-	9,828
Sunday	468	2,808	-	-	-	-	-	-	-	3,276
TOTAL	**43,056**	**54,288**	**28,080**	**11,700**	**13,260**	**8,840**	**2,340**	**4,680**	**7,020**	**173,264**
FTE	**18.40**	**23.20**	**12.00**	**5.00**	**6.00**	**4.00**	**1.00**	**2.00**	**3.00**	**74.60**

[2] Lunch break only

I. PEO Staffing Analysis

The Consultant Team attempted a limited analysis of parking enforcement officer staffing trends for scooter, walking and bicycle beats. This analysis is not exhaustive but relies on recorded officer activity for a brief period of time. Dispatch records were provided by the Division for three consecutive days – Monday – Wednesday, October 30-November 1. In the data set provided, the number of total shifts covered for Wednesday varied significantly from Monday and Tuesday therefore averaging the data will not be done here in the likelihood that the Wednesday data is anomalous.

Shift Analysis

The analysis attempts to quantify these factors: the number of scheduled shifts[3] that are fully covered, full shifts but only partial in the field enforcing and partial shifts (4-hour shifts).

PEO Shift Analysis

	MON		TUE		WED	
Total Shifts to Cover	48	100%	48	100%	48	100%
Shifts Started	27	56%	34	71%	14	29%
Full Enforcement Shifts	22	46%	20	42%	12	25%
Partial Shifts (4 hours)	4	8%	7	15%	0	0%
Full Shifts with Other Duties	1	2%	7	15%	2	4%

If the three days are typical, shift coverage for enforcement duties ranges from 25%-46% not including partial shifts and 27%-56% with the assumption that all of the partial 4-hour shifts and half the full shifts with other duties perform enforcement work. That just under 60% of the total enforcement shifts are covered should be a concern for the Division and requires further exploration.

In Service Analysis

Dispatch logs provided by the Division also record the starting and ending times in the field (which differs from the beginning and end of each shift) and the time, duration and location of breaks taken during shift.

For this analysis data from the same three days was used and only full shifts without any interruption were considered.

[3] Scooter, walking and bicycle beats

PEO In-Service Analysis (Monday, October 30)

Monday					
Shift		In-Field		In-Field Hours	Time to Field
6:15 AM	3:15 PM	7:05 AM	3:05 PM	8:00	0:50
7:15 AM	4:15 PM	7:48 AM	4:00 PM	8:12	0:33
6:15 AM	3:15 PM	7:05 AM	2:50 PM	7:45	0:50
7:15 AM	4:15 PM	8:08 AM	3:50 PM	7:42	0:53
7:15 AM	4:15 PM	8:07 AM	3:50 PM	7:43	0:52
10:15 AM	7:15 PM	10:50 AM	6:56 PM	8:06	0:35
9:15 AM	6:15 PM	9:48 AM	5:56 PM	8:08	0:33
9:15 AM	6:15 PM	9:46 AM	5:56 PM	8:10	0:31
10:15 AM	7:15 PM	10:50 AM	6:58 PM	8:08	0:35
10:15 AM	7:15 PM	10:50 AM	7:00 PM	8:10	0:35
9:15 AM	6:15 PM	9:56 AM	5:56 PM	8:00	0:41
Day Average in Field				8:00	Average: 0:40
Adjusted In-Field Time				6.00	

Eleven full, non-interrupted shifts were recorded on Monday, October 30. The average time recorded in the field for all Monday shifts was 8:00, and assuming 2 hours for breaks, the adjusted in-field time is 6:00 hours. On Average, 40 minutes from the beginning of the shift to begin enforcing in the field.

PEO In-Service Analysis (Tuesday, October 31)

Tuesday					
Shift		In-Field		In-Field Hours	Time to Field
10:15 AM	7:15 PM	10:54 AM	6:58 PM	8:04	0:39
7:15 AM	4:15 PM	7:47 AM	4:04 PM	8:17	0:32
6:15 AM	3:15 PM	7:15 AM	2:50 PM	7:35	1:00
6:15 AM	3:15 PM	7:17 AM	2:50 PM	7:33	1:02
7:15 AM	4:15 PM	7:58 AM	4:00 PM	8:02	0:43
7:15 AM	4:15 PM	8:03 AM	4:00 PM	7:57	0:48
7:15 AM	4:15 PM	8:02 AM	3:50 PM	7:48	0:47
7:15 AM	4:15 PM	8:03 AM	3:51 PM	7:48	0:48
6:15 AM	3:15 PM	7:17 AM	12:45 PM	5:28	1:02
8:15 AM	5:15 PM	9:03 AM	5:03 PM	8:00	0:48
10:15 AM	7:15 PM	10:47 AM	6:59 PM	8:12	0:32
10:15 AM	7:15 PM	11:04 AM	6:58 PM	7:54	0:49
7:15 AM	4:15 PM	7:52 AM	4:00 PM	8:08	0:37
10:15 AM	7:15 PM	10:47 AM	6:59 PM	8:12	0:32

9:15 AM	6:15 PM	9:51 AM	5:57 PM	8:06		0:36
9:15 AM	6:15 PM	9:46 AM	5:54 PM	8:08		0:31
10:15 AM	7:15 PM	10:48 AM	6:59 PM	8:11		0:33
Day Average in Field				7:50	Average	0:43
Adjusted In-Field Time				5:50		

Seventeen full, non-interrupted shifts were recorded on Tuesday, October 31. The average time recorded in the field for all Monday shifts was 7:50, and assuming 2 hours for breaks, the adjusted in-field time is 5:50 hours. On Average, 43 minutes from the beginning of the shift to begin enforcing in the field.

PEO In-Service Analysis (Wednesday, November 1)

Wednesday						
Shift		In-Field		In-Field Hours	Time to Field	
10:15 AM	7:15 PM	10:51 AM	7:01 PM	8:10	0:36	
6:15 AM	3:15 PM	7:03 AM	2:55 PM	7:52	0:48	
7:15 AM	4:15 PM	7:53 AM	4:00 PM	8:07	0:38	
6:15 AM	3:15 PM	7:02 AM	2:50 PM	7:48	0:47	
9:15 AM	6:15 PM	9:51 AM	5:59 PM	8:08	0:36	
6:15 AM	3:15 PM	7:05 AM	2:50 PM	7:45	0:50	
7:15 AM	4:15 PM	7:52 AM	4:00 PM	8:08	0:37	
7:15 AM	4:15 PM	8:06 AM	4:00 PM	7:54	0:51	
7:15 AM	4:15 PM	8:11 AM	3:50 PM	7:39	0:56	
Day Average in Field				7:56	Average	0:44
Adjusted In-Field Tim				5:56		

Nine full, non-interrupted shifts were recorded on Wednesday, November 1. The average time recorded in the field for all Monday shifts was 7:56, and assuming 2 hours for breaks, the adjusted in-field time is 5:56 hours. On Average, 44 minutes from the beginning of the shift to begin enforcing in the field.

The above analysis has many limitations and should not be used by itself to make any management decisions. It is also true that the information is only usable if it is accurate since it relies on human action (in reporting and recording). That said, it is clear that the amount of time each officer is in the field performing their duties is naturally limited by: 1) scheduled breaks, 2) time in transit to an assigned beat, and 3) permitted non-enforcement related activities at the start of each shift. Further, non-enforcement duties as discussed above also limit the actual time spent enforcing parking regulations and likely more so than breaks, transit time and pre-field work activities.

It is recommended that additional analysis of actual field time and influencing factors is conducted. It is also recommended that technologies such as GIS tracking are considered to reduce the amount of time it takes to record officer activity by dispatch and analyze the results. It is estimated that approximately a full third of a dispatcher's time is spent completing shift logs, a full FTE between three dispatchers.

J. SUGGESTIONS AND RECOMMENDATIONS – Staffing and Scheduling

Staffing and Scheduling

The current method of bidding out shifts and beat assignments is one that the city has adjusted and modified to best meet the demands for turnover and occupancy levels. Under the existing operations and with the limited technologies in place, the best potential changes would be the review of enforcement and meter data to modify a change for a combination of eight and ten-hour shifts.

The more realistic approach to modifying schedules and beats would happen once new technology is implemented. For instance, an LPR System would allow the city to expand the beats and reassign employees or reduce staffing mainly through attrition. An example would be in those beats that enforce the APP areas. One vehicle equipped with an LPR System in a virtual permit environment would allow the enforcement staff to cover their zones 2-3 times quicker than bike or scooter patrol.

The same concept would apply to the downtown walking beats in a Pay by Plate setting. There still would need to be employees walking as the LPR vehicle enforces a street, but the area of coverage would be so much greater that the beats could be modified, and employees reassigned to be much more efficient.

It would take between three to six months of operating in this new LPR, virtual permit and Pay by Plate environment to collect enough data to analyze and make an informed decision for a major over haul of the current beats and schedules.

The recommendation is to begin capturing and reviewing the key metrics previously described to set baselines and to implement all new technology before any change in shift assignments are considered so as not to duplicate efforts in the short term. This would insure all new technology and equipment have been properly evaluated to meet the demands.

The subject of eight hour shifts versus ten-hour shifts is also at play. Based on our observations each officer has approximately 1 ½ hours per day of non-enforcement and non-productivity time. This is caused by when the officers leave the office, when

they arrive at their vehicles or beats, the time it takes to reach an outlying area, coming into the office at the end of their shift and other distractions. This 1 ½ hours of down time each day for a 5-day shift results in 7.5 hours per officer per week that is spent with non-enforcement activity. That equates to approximately 450 total hours per week based on 60 employees.

If employees went to a ten-hour shift schedule they would only be working 4 days per week and the downtime of 1 ½ hours for 1 entire day could be eliminated. Based on that the City could realize a potential of an additional 90 hours of enforcement time each week or 4,680 hours annually.

Realizing that this formula is hypothetical if everyone participated, the reality is that there is real potential of eliminating non-enforcement time downtown simply by moving some employees to ten-hour shifts.

> ***In an effort to assist with the deployment of new schedules, shifts and beat assignments once the new technology is determined and implemented we will commit (at our cost) to sending our key staff to work on site alongside City staff and the new Parking Enforcement Division Manager to assist in the development and modifications to schedules and bid process to assist in a smooth transition.***

Field Supervision

One of the immediate and glaring observations is the lack of direct supervision in the field. There are four supervisors that manage the functions of parking enforcement. These supervisors all report to the division manager and are primarily assigned to the office where they perform their daily functions of roll call, citizen inquires, beat assignments, planning, training and other administrative duties.

During our observations these supervisors rarely left the office to respond to any field issues or to check on their staff. While the parking enforcement staff do have communication with the radios and cell phones there is very little direct interaction in the field with the supervisors to review problem areas, respond to citizens or handle personnel issues. While this may not appear to be of major concern it can create a real disconnect between management and staff.

One example that was observed were the inconsistencies of using discretion, interpreting polices and the proper application of city code. With more direct field supervision management would be able to identify these issues and offer the proper correction and training both timely and efficiently.

One initiative that is being piloted and considered is a lead PCEO or actual field supervisor. While there may be some bargaining unit issues that could impact this, our recommendation is to pursue a course which leads to a permanent “supervisor type” individual assigned to the field on a daily basis.

Span of Control

As part of our evaluation of the Parking Enforcement Organization we were asked to conduct a brief span of control survey to identify the number of PCEO’s to supervisors in best in class enforcement operations across the United States. The number of direct reports a manager has is referred to as his or her "span of control."

In terms of organizational design, a small number of direct reports will create a narrow span of control and a hierarchical structure, also known as a "tall" organization. Narrow spans of control are more expensive for organizations, but they allow managers to have more time with direct reports, and they tend to spark professional growth and advancement. In contrast, a wide span of control refers to a larger number of direct reports supervised by one manager, creating a "flat" organization. This approach increases the number of interactions between the manager and his or her direct reports, which could cause managers to become overwhelmed but can also provide more autonomy.

Unfortunately, no definitive answer to this question has emerged, despite years of research. More recently, the magic number has usually been pegged at eight or 10 direct reports per manager. But realistically, no one answer is going to work for every organization.

Approach

With our individual collective contacts in IPI, we reached out to recognized leaders in the field. With each of the contacts we asked what the number of Parking Enforcement Officers (PEO) and Parking Enforcement Supervisors (PES).

Findings:

Of the organizations we surveyed and as we suspected, varied tremendously.

Size of Enforcement Organization/Ratio											
Small	POE	PES	Ratio	Medium	POE	PES	Ratio	Large	POE	PES	Ratio
Orlando	8	1	8:1	Portland	68	4	17:1	Philadelphia	265	28	9.4:1
				Denver	65	7	9.2:1				
				Las Vegas	25	2	12.5:1				
				Miami	31	7	4.4:1				
				Houston	32	3	10.7:1				
Average	8	1	8:1		44.2	4.6	10.4:1		265	28	9.4:1

The ranges were as follows:

- Number of Parking Enforcement Officers ranged from 8 to 265
- The Average Number of Parking Enforcement Officers in the cities comparable to Portland was 44.2
- Number of Parking Enforcement Supervisors ranged from 1 to 28
- The Average Number of Parking Enforcement Supervisors in the cities comparable to Portland was
- The Ratio of PEO's:PES's ranged from 4.4:1 to 17:1
- The Average Ratio of PEO's:PES's in comparable (medium) cities to Portland was 10.4:1 whereas Portland was 17:1

Currently, PBOT has four (4) supervisors responsible for Sixty-eight (68) employees or a ratio of 17:1 which seems inadequate to maintain the direct supervision and address the inconsistencies of the aforementioned policy. Our findings show that most parking organizations small, medium and large are closer to a 10:1 enforcement officer to supervisor ratio. Therefore, PBOT is almost 70% higher than the average ratio of the group.

While there is not a true industry standard for this statistically, we must also point out that conducting surveys like is valuable in providing a raw number, but without knowing some of the attributes in these organizations does not allow us to fully comprehend the context of the numbers and provide a thorough analysis. Some key factors to review when determining the appropriate span of control within an organization include the following:

- **Budget constraints:** As many municipalities go through restructurings and/or budget cutbacks, they often must reduce the relative number of supervisors (increase spans of control). Many managers admit that a downward adjustment of span of control would be ideal but insist that funds simply are not available for more supervisor/manager positions.
- **Growing workloads:** In some parking organizations contact workloads have consistently increased. As by way of example, the number of events is increasing as a result of larger economic revenue requirements. Or Enforcement officers are being tasked with more responsibilities to keep expenses down. In those municipalities that struggle to keep up with growth, the span of control tends to increase.
- **Lower turnover:** Another positive development is that a growing number of enforcement organizations are directly and successfully reducing turnover. As the average experience level of officers moves upward, less supervision is generally required.

- **Technological Influence:** The availability of technological advances and applications available can positively impact the efficiency of an enforcement team. These include LPR Handhelds which have integration to back end systems.
- **Vehicular Usage:** Patrol cars, golf carts, segways, and motorized scooters can all contribute to a larger coverage area instead of foot patrol.
- **Organizational size:** Large organizations tend have a narrow span of control, whereas smaller organizations often have a wider span of control. This difference is usually due to the costs involved with more managers and the financial resources available to an organization. Communication may be slower with narrow spans if it must pass through several levels of management.
- **Workforce skill level:** The complexity or simplicity of the tasks performed by the Enforcement Officers will affect the number of desirable direct reports. Generally, routine tasks involving repetition will require less supervisory control of a manager, allowing a wider span of control, whereas complex tasks or dynamic workplace conditions may be best suited for a narrower span of control, where managers can provide more individualized attention.
- **Organizational culture:** Organizations culture and attitude toward enforcement practices need to determine when designing their span of control. Ambassador like programs tend have smaller ratios of Enforcement officers to supervisors. In addition, the influence of call centers most of the primary call volume allows supervisors to spend more time in the field and supporting appeal cases.
- **Manager's responsibilities:** Review whether the organizational expectations allow the managers to be effective with the number of direct reports they have, especially related to individual responsibilities, departmental planning and training. For instance, executives often have fewer direct reports than other managers in the organization.
- **Number and Mix of Spaces:** The supply and type of parking available can materially affect the workload of an enforcement officer. The relationship of on-street and off-street can dictate workloads.
- **Volume of Complaints/Issues:** Many call centers in municipal parking serve as an intermediary to the enforcement teams and can minimize the volume of calls distributed to them. Without effective call centers in place, an extraordinary volume of unnecessary work can be directed to Enforcement supervisors.

In summary instead of using one formula any individual organization, you should base this decision on the work that is performed, the budget available, the managers involved, the systems and processes in place and the technology available. Larger ratios are better when managers are more experienced, can make decisions quickly and are supported by an integrated set of processes and current technology. Supervisors/Managers should also provide clear directions and be willing to delegate authority without second-guessing employee decisions.

Satellite Office

As mentioned above there is a lot of non-enforcement time traveling to and from each beat especially for officers (PCEO) assigned to remote beats. By the time an employee comes in to roll call, leaves the office, picks up a vehicle and finally gets into their beat well over an hour has passed and that is not taking into consideration any major traffic concerns. Even though breaks are required to be taken within their assigned beats, the PCEO is permitted to travel back to the office for lunch breaks. This activity adds at least another 30 minutes of travel time going back to the office and then back to their beat. In addition, there are limited facilities and other necessities that a PCEO may need on a daily basis that is just not in the beat that they are patrolling. The City should consider identifying 1 or 2 remote, small, satellite offices that could be used by the PCEO. The City may actually have some available space in some of their existing parking garages to consider.

A satellite office could house one of the supervisors and employees could actually report to and from this office on a daily basis. They could have their equipment on site as well as keep their personal belongings and lunches at the satellite office. Because some of the remote beats don't have proper accommodations such as rest room facilities a satellite office would bring a sense of better efficiency, productivity and overall morale.

Beat Coverage and Prioritization

In reviewing the operations there are separate functions that must be considered when evaluating schedules and shifts. Certain functions performed by the VIT group and the AA group are not subject to consistent high and low demand parking activity such as businesses opening at 8am in a downtown setting, which is the natural draw for employees, customers and commuters to commence activity. In fact, both of these groups (VIT & AA) have a workload based on service requests and last-minute safety issues. The workload is unknown until they arrive at the beginning of their shifts and report for duty. Based on the aforementioned observations, the recommendation is to continue the current scheduling practice with the possibility of expanding to work weekends to deal with pressing issues and service requests. Supervisors should closely track the number of calls and service requests after business on Friday to determine if a weekend shift is needed to support those requests.

The Delineator crew has a schedule where they report for duty early to handle reserving spaces. Early hours are crucial for this crew to ensure spaces are properly reserved for those paying in advance and to check existing reservation devices as well as signage for any thing missing, vandalized or otherwise not posted correctly from the day before. Because most of this work is generated on a daily basis and/or on demand the existing schedule is proper and adequate for this function.

The typical high demand Parking Enforcement functions which most cities deal with in a central business district and parking permit areas are handled by the employees through walking beats, bike patrols and scooter patrols. These functions have more shift flexibility due to the cyclical demand for time restrictions, meter operating hours and APP regulations.

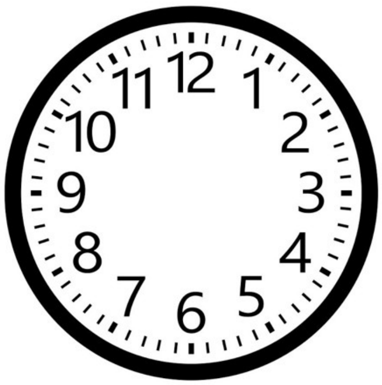
Because of the demand variables the City should review a range of data from officers' daily activity (a recommended six months to one year of activity data) and determine the productivity by hour of the day that the officers are issuing citations. This would be a true barometer as to when shifts and beats need to be covered. For example, if the majority of violations occur at 10am there may be an opportunity to reduce the number of people that come in before 10am and assign them to double up on those low demand areas in the early morning times.

In addition, data should be collected from all of the pay stations on each beat to determine when people begin to pay for parking and for what duration of time. This data along with the officer daily activity averages would pin point the beats where enforcement is required based on the demand.

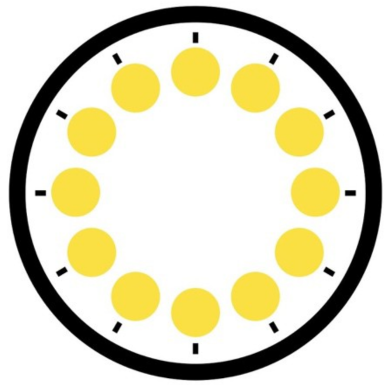
As part of our suggested coverage strategy, once the technology changes are made and data collected, we would suggest implementing a modification of our Core Compliance Methodology of Enforcement:

Core Compliance Methodology of Enforcement

This approach categorizes and prioritizes parking inventory by the unique attributes. The Core Methodology is an analytical and data driven strategy with the key goals of achieving compliance, consistency, visibility, and efficiency. The Core Methodology approach to enforcement classifies parking areas by attributes like peak demand, traffic patterns, and event parking rather than traditional "Circuit Enforcement Routes" which are only geographically derived. Utilizing the Core Methodology to assigns enforcement priorities based on the unique characteristics of each parking area or zone promotes effective enforcement and officer efficiency.



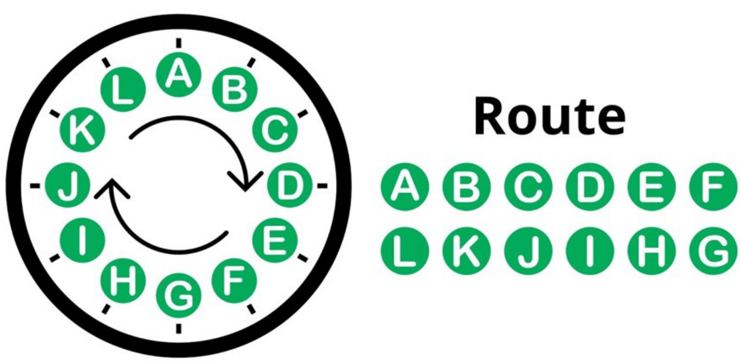
Imagine an analog clock face.



Now think of each number as a parking lot or area in a geographic zone of varying shapes and sizes.

Assume your PCEOs can make three full revolutions around the clock or the "Circuit" if they were patrolling the lots. **This is what we would consider a circuit route**. Every space is essentially given the same amount of attention and labor distribution.

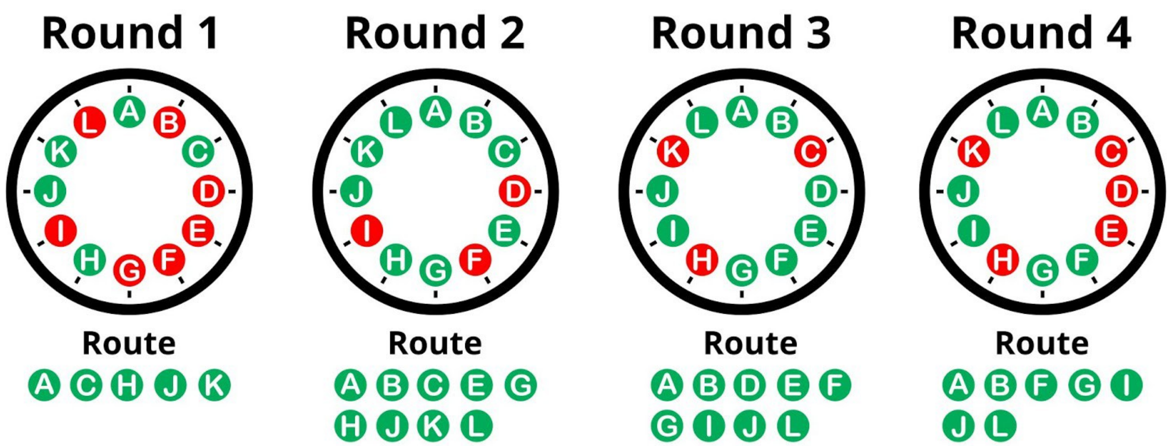
Traditional Circuit Methodology Enforcement



Instead of thinking about spaces and how often they are visited, we consider license plates and how many a PCEO can see given a prioritized importance hierarchy. This is a central tenet of the Core Methodology. Recognizing the unique attributes of an area or lot we adjust the order and frequency they are patrolled. This results in efficiency and effectiveness and therefore voluntary compliance.

For Illustration shown below, areas A, C, H, J, and K represent larger and more desirable parking areas with spaces which turn twice as often during the first half of the day. In the morning the PCEO would visit those locations during Round 1 and 2 while

incorporating additional areas as demand increases. As demand changes into the afternoon the PCEO would expand and amend their route to efficiently address changing conditions. With the morning areas waning other areas like F, I, and L see increased parking activity during the second half of the day and the PCEO is able to effectively respond. The PCEO is able to visit all areas but does so utilizing the best use time when the need is greatest.



Utilizing the Core Methodology, the PCEO is able to make an additional round and check more license plates through the day. All the parking lots on the clock are in an officer's assigned beat and are visited when in most demand.

Compliancy of paid parking areas is a measurable result of the disruption of the traditional circuit enforcement technics. It is important to note that geography and proximity are not excluded from this methodology and are always impactful variables. Core methodology is perhaps most valuable when considered in conjunction with space turnover, constituent visibility, and overall officer visitation frequencies.

K. Hiring

Document PBOT's Current Hiring Practices

In order to complete an assessment of PBOT's current Hiring Practices, we interviewed all four PBOT Supervisors, reviewed all related materials provided by PBOT, and conducted a comparative analysis with industry peers.

The below table lists each step in the hiring process along with relevant details and documents required.

Hiring Step	Details & Forms Used
BHR posts the Job Ad on PBOT's website.	• The job ad lists the salary, position description, minimum qualifications and requirements, recruitment overview with

	additional information, the test preparation manual, details related to the Optional Informational Session and a supplemental questionnaire. • Supervisors noted there are times BHR will invite them to participate in job fairs during the Open Position Process. • Forms Required: Work History Form, Test Preparation Manual, Veteran's Administration Letter (DD214/DD215), Full Driving Record provided by the applicants
BHR conducts the Optional Informational Sessions and administers the Parking Enforcement Officer Applicant Written Test	• Supervisors are invited to participate in the Optional Informational Sessions • Forms Required: Parking Code Enforcement Officer Test Preparation Manual, Parking Code Enforcement Officer Test
Applicant Evaluation	• BHR completes the Scoring Sheet to Select Candidates worksheet. • The supervisors provide input on the scoring sheet and weighting. • All applicants receive written notification of their status through US mail.
Hiring Manager requests to fill an open position	• Hiring Manager completes PHAF Form, Section 1, obtains approval signature and emails the form to BHR. • Hiring Manager also completes an Online Requisition form. Once received by BHR, they will provide the Hiring Manager the Certified List of Candidates. • Forms Required: PHAF Form, Online Requisition
Hiring Manager Reviews Certified List of Candidates	• Hiring manager can reference the Criteria to Select Prospective Candidates for further guidance on selecting candidates. • All candidates with a Veteran Status equal to a "Y", must be interviewed. • Depending on the amount of time that has lapsed between Applicant Evaluation and selecting certified candidates the hiring manager may have to request from the selected candidate an updated Job History/resume. • Forms Required: Certified List of Candidates, Criteria to Select Prospective Candidates
Interviews are scheduled	• Hiring manager works with BHR to review and update interview questions as applicable.

	• Using the Interview Schedule Form, hiring managers sets candidate interviews with selected candidates and panel. • Hiring Manager calls candidates to confirm date and time of the interview. If applicable the hiring manager will ask the candidate to bring an updated job history. • Hiring Manager will also ask the candidate to bring with a copy of a DMV Driver Record. • Hiring Manager will notify candidate that he/she will receive in the mail a Candidate package that includes Background Check Consent Form, Employer Reference Release, Information for Candidate to Read and Sign, and a Confidentiality Agreement with a return envelope. • Hiring Manager creates a Candidate Check Off List that includes each invited candidate's name and items he/she is to return to the hiring manager. As these requested materials are sent back to the Division, the hiring manager tracks the received items using the Candidate Check Off List. • The Hiring Manager prepares and mails the above package with instructions for the candidate to complete and return, using a return envelope that it's included in the package. • Forms Required: Interview Questions, Interview Schedule Form, Candidate's DMV Record, Candidate Check Off List, Candidate Package: Background Check Consent Form, Employer Reference Release, Information for Candidate to Read and Sign, and a Confidentiality Agreement with a return envelope.
Hiring Manager Prepares for the Interview	• As applicable the hiring manager completes the Bias Awareness Training with BHR. • The hiring manager makes copies of the interview questions with rater columns for the panel, without rater columns for candidates and a folder for each candidate that contains the interview sets along with the Candidate Check Off List stapled to the front of the file folder.

	• The hiring manager notifies the front desk of the interview schedule and details related to where and when to send candidates to the panel interview.
Hiring Manager conducts Panel Interview	• With each candidate, the Hiring Manager provides the candidate with his/her version of the interview questions. • Hiring manager facilitates the panel interview with each candidate. • After each interview, the panel completes the Rater Information Section of the Candidate Interview sheet. • Forms Required: Candidate Interview Questions sheet, Candidate Interview Questions with Rater Section sheet, candidate file folder with Check List attached. As applicable the hiring manager may also collect from the candidate his/her interview paperwork as referenced above.
Prepare for the Job Offer	• For those candidates that have been evaluated and approved for hire, the hiring manager: o Asks BHR to check if the candidate has any settlement agreements or severance packages that limits or waives the candidate's right to re-employment with the city or prior to discharge from the city, service or resignation in lieu of discharge from the City service. o Asks Risk to approve the driving record from DMV. o Asks Parks Bureau to run the criminal background check o Forms Required: Driving Record, Criminal Background Check Authorization
Verbal Job Offer is Provided to Qualified Candidates	• Hiring manager must first verify the above steps have been completed, reviewed and approved. • Hiring manager then completes the PDOT HR Action Form and Certification List and obtains the necessary authorization signatures. • Once complete, the hiring manager phones the candidate and provides a conditional offer of employment.

	• Hiring manager and the candidate coordinate the scheduling of the physical exam and Capabilities Test. • Hiring manager coordinates the scheduling of the physical exam and Capabilities Test with BHR. • Candidate completes the physical exam and Capabilities Test. • BHR reviews results with hiring manager and candidate finalists are verified and approved • Forms Required: New Officer for Conditional Offer Script, Physical Capabilities Test Instructions
Written Job Offer is Provided to Candidate Finalists	• Hiring Manager makes one last verification check in with BHR to confirm the finalist qualifications and selection. • Hiring manager completes the New Officer Hire Letter and mails to candidate. • Forms Required: New Officer Hire Letter

Gather and Review Hiring Materials

The Enforcement Division adheres to a structured hiring process facilitated by the city's HR team to fill vacant roles which are typically Parking Enforcement Officer positions. The following best practices are in place as part of this process and in our assessment promote equitable hiring practices:

- Public posting of role available to all potential applicants;
- Standardized screening criteria applied to all applicants;
- Standardized interview questions used with all interviewees;
- Bias Awareness Training availability to interviewers; and
- Objective rating system to evaluate each interviewee.

Below is a breakdown of observations and related recommendations to enhance PBOT's Parking Enforcement Officer Hiring process.

Observation	**Recommendation**
Job postings are informationally focused and don't market the employment brand of the city or Division	• The Division doesn't appear to have a challenge attracting qualified applicants to open positions, but if this changes, a shift in posting strategy may be warranted • A leading practice of organizations to attract qualified applicants to job roles is to adopt a marketing-oriented approach to posting open positions. This approach uses tactics that sell the City, Division and

	position to potential applicants and tells the story of the internal culture within the organization. Candidates have a growing expectation of this approach and are more readily attracted to roles and organizations that have adopted it. • The City of Seattle's job posting site provides an excellent illustration of this approach
Positions are posted to obtain a new pool of candidates on an infrequent basis	• At the time of this assessment, candidates are being hired from a pool of applicants established in June of 2016. The City should consider increasing the frequency of posting to at least annually, so that new applicants have an opportunity to participate and the list of potential hires remains viable.
Three Supplemental Questions on the application may not align with minimum requirements	• Questions number 3 and 11 ask applicants questions related to their biking abilities. Given not all Officers apply for a biking assignment, this question may not be considered a minimum requirement. • As well, question #12 asks applicants if they can carry 40lbs 200 feet. The Division may want to confirm this ability is considered a minimum requirement.
Panel Interview Questions, overall are quite solid. Consider the two related recommendations for further discussion	• Question #6 is very specific, and we assume it may not be common for Officers to receive this type of feedback: *"At Parking Enforcement, we use handheld radios to communicate with each other. How would you handle the situation if a coworker came up to you and said they heard another coworker talking about how you ask too many questions on the radio and that you should know those questions you are asking?"* If the intent of this question is to evaluate team effectiveness, team communications and escalating issues in the workplace, perhaps the Division could update with a more typical scenario. • Given the Organizational Survey revealed a high perception that co-workers in the workplace are not well equipped to respond to material changes in the workplace/pressure situations, and a "pressure question" is included in the Reference Check Questionnaire, perhaps the Division could consider adding a question related to this topic.

Interview and Reference Questions are not aligned	• Consider reviewing and updating the interview and reference check questions to ensure they align with one another. On the Reference Check Questionnaire reviewed, there are questions that do not appear on the interview or supplemental questionnaire.
Physical capabilities test, and physical exam should focus on Walker role job requirements	• In order to ensure there are no conflicts with ADA requirements, review and evaluate the physical exam and physical capabilities test requirements to make sure that none of the requirements in either inadvertently disqualify someone who is capable of performing this role • All criteria should be directly linked to specific job responsibilities
Confidentiality Agreement sign off doesn't include a counter signature by a representative of the city	• The city may want to add a signature line for a representative of the city to this document to ensure it is enforceable
Candidates are evaluated for prior employment issues after panel interview	• Currently, BHR checks to see if the candidate has any settlement agreements or severance packages that limits or waives the candidate's right to re-employment with the city or prior to discharge from the city, service or resignation in lieu of discharge from the City service. • Consider moving this step earlier in the process, given the possibility that if there are any issues concluded, the candidate may be disqualified.
Candidate Communications - All notifications, except for the verbal job offer and candidate interview request, all communicated via US mail. If a candidate calls to discuss the status of his/her application process, she/he is told it will be confirmed through the letters sent. It can be weeks, even months, before a candidate receives a status update	• Consider balancing written communications with email blasts that share the status of the applicant's process and/or even a brief update that the status hasn't changed and when the applicant can expect the next update.

Identify, Document and Evaluate Civil Service Requirements and Provide Benchmarking Comparison to Industry Peers

The Division currently requires a passing score or evaluation from following pre-employment requirements for any candidate to be considered for a Parking Enforcement Officer:

- Parking Enforcement Officer Applicant Written Test;
- Physical Exam;
- Physical Capabilities Test;
- DMV Record
- Criminal Background; and
- Reference Checks

We conducted a comparative analysis with seven industry peers and listed in the below table are the results along with other criteria other municipalities have implemented that PBOT may want to consider going forward.

Requirement	Industry Peers	Additional Notes
Written Test	2 of the seven reviewed require a Civil Servant as part of the applicant process	
Physical Exam	None of peers require a physical exam.	
Physical Capabilities Test	None of the peers require a physical exam	As mentioned previously, the Division may want to confirm the test aligns with minimum requirements for a Walking Parking Enforcement Officer
DMV Record	All peers require a DMV Record	
Criminal Background Check	All peers require a Criminal Background Check	
Reference Checks	All peers require a Reference Check	Only one other has a form for the applicant to complete.
Drug and Alcohol Test	Five peers conduct Drug and Alcohol tests as part of pre-employment	We assume either state regulations prohibit this practice or the process to do so is administratively cumbersome; but at the same time, felt we would be remiss in not listing it as part of the comparative analysis.

L. Training

We have documented and analyzed PBOT's Enforcement Division training programs based on a review of documentation provided through the RFI process, one on one

Division team member interviews, Organizational Climate Survey feedback, and a group discussion with Division team members and Edward VanBuren held during the initial engagement site visit.

The Division has a number of steady state and one-time training programs in place. Most of these efforts originate within the Division, while some programs are offered by the City's HR department. Each program is described in further detail below.

Parking Enforcement Officer New Hire Training

The most formalized and comprehensive training program available within the Division is the Parking Enforcement Officer New Hire Training Program. This program is completed by every new officer upon hire over a five to seven-week timeframe.

The Division has been experimenting with revisions to this program with the past two hiring classes, and the most recent offering of the program was carried out in the following manner:

- Classroom Training Officers (CTOs), who are current Officers meeting a list of criteria deliver classroom-based training for full days the first two weeks of the training program and then half days weeks three and four.
  - Interview participant feedback:
    - *"The trainer was sick when I started, and a trainer phoned in to deliver training while participants sat in the classroom. This was not effective."*
    - *"We're hired to perform active roles and then spend much of the first month on the job sitting in a classroom."*
- During weeks three and four, half days of training time are spent in the field with a Field Training Officer (FTO) applying what was learned in the classroom in a job shadowing format.
- FTOs and CTOs provide progress feedback daily to the Supervisor responsible for training on any progress concerns related to specific participants to determine additional training needs. When needed, training weeks five, six and seven are spent in the field with the trainee performing job duties while being shadowed by an FTO.
- Classroom training is delivered using a series of Power Point presentations, work rules and procedures binders, and the Parking Enforcement Manila Folder.
- Topics covered in order of emphasis include:
    - Coverage Area Street Names and Beats
    - Title 16
    - Division Work Rules
    - Vehicle Makes and Logos
    - Handheld Usage
    - Parking Kitty
    - Types of Beats Covered
      - Walking
      - Bicycle
      - Scooter
      - Abandoned Auto
  - Interview participants feedback:
    - *"Only 50% of what is covered in the initial training is applicable to the job."*
    - *"Training focuses on procedures but not our role as ambassadors for the city or other skills needed to deal with the public such as safety and conflict resolution."*

- Trainers complete and submit an evaluation at the end of each week for each program participant.
- Trainees also complete and submit an evaluation of the trainer at the end of each week.

Compliance and Skills Development Training Offered by HR

A variety of online courses are available to Division employees through the city's HR department and corresponding Learning Management System (LMS). Offerings range from PC oriented skills building such as Microsoft Excel courses to compliance driven courses like Harassment Prevention.

All employees interviewed were aware of compliance-oriented courses, while only a sub-set of those we met with knew about additional courses or how to access them. Those who have participated in skills building units spoke favorably about these opportunities and the general fact that such opportunities are offered by the Division and the City.

- Interview participants feedback:
  - *"Classes are available, and we are encouraged to take them if we need them."*
  - *"I recently completed Anti-Harassment training. I'm not aware of other courses or opportunities."*

Supervisor Training

All of the Supervisors in the Division are long tenured employees who were promoted from Parking Enforcement Officer roles into Supervisor positions. The Division does not currently have a formalized training program for this group to develop supervisory skills and smoothly transition from peer to leader. However, during interviews, members of this team referenced Kezia's collaborative and consultative approach as a positive change when she joined the team. It is clear that Supervisors are building these skills on the job through Kezia's leadership and direction.

- Interview participant feedback:
  - *"There is a night and day difference in Kezia's leadership style. She acts as a mentor and helps me make decisions by asking questions versus directing me every step of the way."*

Continuing Education Events

The Division has sponsored a number of one-time continuing education events, and these events are appreciated by employees. Examples of events referenced during interviews include a CPR course, training with a social worker on how to de-escalate situations with citizens, and a verbal judo course.

However, the general consensus from our interviews and the Organizational Climate Survey is that more of this training is needed, and that it would be beneficial if courses offered were specifically tailored to the unique challenges facing an enforcement department in the parking industry.

- Interview participants feedback:
  - *"Our number one training need is on safety and diffusing tense situations."*

- *"Refresher courses on various sections of Title 16 would be useful."*
- *"We received customer service and safety training, but it wasn't really tailored to us. It was better than nothing at all, but I wish it had been more focused on what we do."*
- *"I do not feel safe in my job at all, and I wish I had more training on de-escalating situations and treating others with respect."*

M. Training Program Assessment and Recommendations

Parking Enforcement Officer New Hire Training Recommendations

Below is a breakdown of observations and related recommendations to enhance PBOT's Parking Enforcement Officer New Hire Training Program. Much of what is included validates recommendations highlighted in a document created and shared by Edward VanBuren, which is provided as an addendum to this report.

Observation	Recommendation
Training delivery is one way from trainer to trainee with limited opportunity for interaction	• Update training program materials to incorporate learning exercises and interaction opportunities for content that is delivered in a classroom setting
Classroom to field time is off balanced	• Limit classroom portion of training to 2 – 3 days only covering material essential to the Walker role that can only be delivered in a classroom setting • Deliver remainder of training in the field in a job shadowing format with written materials provided to trainer and trainee to reinforce what is being reviewed o Adopt a model where the trainer first demonstrates each activity, then in time transitions to observing the trainee performing each task while providing feedback and reinforcement
Some content does not need to be covered at the time of hire • Interview participant feedback: *"At first there is a lot of attention (in terms of training support) and then no attention at all."*	• Break up all content into a series of modules organized by subject area and role • Deliver modules based on the current learning needs of the participant(s). If all participants are new hires who will work in Walker roles, deliver this content only and then utilize training materials for other types of roles at the time of job transfer / promotion • Edward VanBuren's document recommends developing an app that could house Title 16 information for reference purposes by officers that could be accessed on their Division iPhones. An alternative to

	this would be to incorporate this information into handhelds, if the Division chooses to deploy new technology in this area. Many of the newer handheld solutions have this capability. This would reduce the need to dedicate extensive amounts of training time to the code itself.
Trainers are not following a comprehensive outline • Interview participant feedback: *"Training content varies from one trainer to the next."*	• In addition to breaking down the content into modules, establish learning objectives for each module, which can then be broken down into detailed outlines for each unit • Provide trainers and trainees program materials that align with this outline and the learning objectives
Program focuses on technical skills required to perform the job but does not address soft skills • Interview participant feedback: *"We are still ambassadors of the city – are we hiring and training for customer service expectations?"*	• Incorporate additional modules into this training program covering topics of safety, conflict resolution, and the city's expectations of a Parking Enforcement Officer – *are they expected to be ambassadors for the city? What are officers expected to do when they feel unsafe?* are examples of questions that should be addressed as part of initial training and expectation setting
The same evaluation worksheet is used each week	• Provide program participants one complete program feedback survey at the end of the program, so they can evaluate all aspects of their experience and readiness to perform the job. A tool like Survey Monkey (used for the Organizational Climate Survey) could be used to automate this process and allow participants an opportunity to provide anonymous feedback. • Modify candidate evaluation worksheets to align with milestones in the learning process. Evaluation points should be directly linked to learning objectives and desired learning outcomes.

Trainers do not receive training or support on how to deliver training content	• This presents its own form of development opportunity for Division team members. Modify the trainer selection process by further refining and publicizing minimum requirements to be eligible to be a trainer (build off of training mentor qualifications document) and require employees to apply for this designation. • Provide selected mentors/trainers with a train the trainer course that offers guidance on how to deliver the program content and more broadly provides information on adult learning needs, dos and don'ts when delivering training and tips on providing coaching feedback to participants.

Compliance and Skills Development Training Offered by HR Recommendations

Below is a breakdown of observations and related recommendations to further leverage the course offerings available through the city's HR department.

Observation	Recommendation
Not all employees are aware of these courses	• Increase communication within the Division about the existence of these training courses including what is available and how employees can request to participate.
Employees who are aware seek out courses based on their own assessment of their needs	• Some of the courses that are available may be helpful to specific employees for continued education and development. The Division Manager and Supervisors could review the course catalogue considering individual employees and related skills and proactively assign courses to employees as part of a larger continuing education strategy.

Supervisor Training Recommendations

There is an opportunity to formalize a training program for Supervisors to help them be successful when they transition into Supervisor roles and continue to develop these skills on an ongoing basis. It wouldn't be necessary for the Division to develop all course material in house; in fact, there could be benefits to blending in learning opportunities from external sources to help Supervisors gain an outside perspective and generate new ideas. Below is a starting list of potential courses that could be offered to this group and suggestions on sourcing options.

Course	Sourcing Options
Supervisory Skills Course – Transitioning from Peer to Leader	• American Management Association • Given the common career path within the Division is from Officer to Supervisor, it would be beneficial to develop a course of this nature in house that is tailored to the unique needs of the Division
Management Skills – Providing Constructive Feedback, Project Management, Time Management, Delegating	• IPI • PIPTA • AMA
Change Management	• Given the transformative work underway within the Division, equipping Supervisors with an understanding of change management principles and tactics they can use to lead their team members through change could be beneficial • Develop/contract in house
Industry Trends and Leading Practices	• IPI • PIPTA

Continuing Education Events Recommendations

Below is a breakdown of observations and related recommendations to enhance PBOT's Enforcement Division's Continuing Education offerings.

Observation	Recommendation
Ongoing learning needs are not addressed in a systematic way	• Utilizing feedback from Division team members through Roll Call, Staff Meetings, the Organizational Climate Survey and other feedback channels, create a calendar of refresher training topics that can be delivered at future roll calls, staff meetings, and scheduled training events. This will allow Division leadership to proactively address current issues and reinforce procedures and expectations central to the mission of the team.
Industry specific safety and conflict resolution training is a high priority for employees	• Source or develop and deliver in house a parking industry specific safety and conflict resolution course for the team to complete • As a complement to this effort, provide Division team members clear communication regarding expectations and their roles when difficult situations arise

	• Specific to VIT employees, formalized the social work-based training provided previously by customizing it to meet the VIT learning needs as it relates to approaching and working with homeless citizens. • Explore the possibility of a partnership opportunity with the Police Division where they could participate in planning discussions regarding when Officers should involve them, and provide their own guidance regarding de-escalating difficult situations

N. Organizational Climate

Per the PBOT Parking Enforcement Process and Procedures Review RFP, Section 1.8, Organizational Climate, the below provides the methodology for PBOT to conduct annual Organizational Climate surveys as approved by the Parking Division Enforcement Manager.

Organizational Climate Survey and Tool

The Organizational Climate Survey was finalized by the Parking Division Enforcement Manager. A copy of this survey is included at the end of this report as an addendum. Marlyn Group used Surveymonkey.com to conduct the survey, collect results and report findings to PBOT.

In order for PBOT to continue with the annual surveys, Marlyn Group has recommended and received approval for the following:

1. Create a PBOT Surveymonkey.com account and identify the employee responsible for managing and administering the survey along with the results.
2. Follow the timeline established in 2018:

***On This Date….**		**The Following Will Occur:**
2/7/18		Final survey and communications draft presented to Manager for review and approval.
2/12/18		Final review of the survey, supporting communications and participant contact information are finalized.
2/13/18		Participant survey introduction email sent by Manager to all participants.
2/14/18		Survey is distributed by “Survey Administrator” to all participants.
2/21/18		Survey reminder email is distributed by “Survey Administrator” to all participants.
2/28/18		Survey is closed (please note it may stay open a few more days, depending on volume of responses).
3/6/18		Initial report with key findings and recommendations sent to Manager.

March, 2018	The "Survey Administrator" schedules a survey meeting to discuss the results, proposed action plan and employee communications with the Manager.

*Please note the included dates are for illustrative purposes only.

3. To communicate the survey objectives, directions and supporting guidance in future years, the Division may wish to use the following two email message templates (please note those sections highlighted in yellow require customization):

   a. Email Message Template from Manager to Employee Participants

   Hello All,

   I am pleased to share it's time again to conduct the annual Organizational Climate Survey. Survey Administrator will be facilitating an Organizational Climate Employee Survey. The intent of the survey is to gain from each of you, your perspective and evaluation of various aspects within the workplace, namely overall job satisfaction, team effectiveness, culture, leadership, and communications. Tomorrow, you will receive an email from NAME (surveyadministrator@portlandoregon.org) with further instructions and the survey link itself for you to complete. Please note the following:

- *To better encourage honesty and transparency, your answers will be seen by the Survey Administrator only and will remain completely confidential. He/she will present the results in summary form and will include relevant comments in their report on an anonymous basis.*
- *Please bear in mind as you complete the survey to answer the questions when thinking about current work conditions, as opposed to what it "used to be like" or what you would prefer it to be. We want to ensure that we are evaluating the above listed aspects in their "as-is" environment. As well, if you mark a particular question as "Disagree" or "Strongly Disagree", please provide additional details in the provided Comment Section found at the bottom of each survey page.*
- *You can complete the survey at work, either before or immediately following roll call. If, however, you prefer to complete at home, please feel free to forward to your personal email address.*
- *As far as next steps, once the survey timeline is complete, Survey Administrator will present the summary draft report and initial recommended action items for my review and discussion. Once this report is finalized, I will share the key findings and next steps with all Division employees. This will likely occur at some point in April.*
- *The survey will be open from February 14th through end of day, February 28th. Please completely the survey by February 28th to ensure we keep this particular initiative on track and your responses can be included in the final report.*

Most importantly, I sincerely appreciate each of you taking the time to provide your feedback. Your responses play an important role in our collective efforts to

continually leverage the successes of the Division and resolve any limitations that each of you bring to our attention. If you have any questions, please feel free to contact me directly to discuss.

Sincerely,
Parking Enforcement Division Manager

b. Email Message Template from Survey Administrator to Employee Participants

Hello_______,

Further to Manager's Name email sent yesterday, I'm this year's Survey Administrator and I'll be facilitating the Organizational Climate. As Manager mentioned in her/his message, the survey will be open starting today, February 14th through Wednesday, February 28th. To complete the survey, please click here: https://www.surveymonkey.com/r/PBOT2018

Please note the following:

- *Your responses are anonymous unless you choose to complete the "Name" field at the top of survey. We provided this option in case you would like your name included and would be open to me reaching out to you directly to further discuss your answers. Regardless, all surveys will remain confidential.*
- *The survey will likely take 20-25 minutes to complete. If you have to leave the survey and return, it will bookmark where you entered your last answer, so you can continue completing it (as opposed to starting all over).*
- *Lastly you can complete the survey only once and cannot forward it to any other individual. If, by chance, one of your co-workers shares that he/she hasn't received her/his survey link, please ask that he/she contact me directly so that I can re-send it.*

If at any time, you have questions or comment, please feel free to reach out to me directly; all of my contact information is listed below.

Many thanks in advance for your time and candor; your feedback plays a crucial role in the overall assessment and allows the team to consider what's working/what's not with your perspective in mind, thus driving better recommendations for improvement.

Best,
Survey Administrator

4. Lastly, 2018 has set the baseline in which future years' results can be measured against, as long as the Division uses the same, or a very similar set of questions.

Climate Survey Methodology

As requested, the results of the 2018 Organizational Climate Survey were presented on March 6th, 2018 and subsequently, the Parking Division Enforcement Manager has since approved of the results report. For further reference, please review the Power Point file named, "Org Climate Survey Results Mar 2018" as part of the overall report package.

Assessment of Current Operations

Responses to 2.51, 2.5.2, 2.5.3, are highlighted in the file named, "Org Climate Survey Results Mar 2018" as part of the overall report package.

O. SUGGESTIONS AND RECOMMENDATIONS – Organizational Climate

Recommendations

1. *Overview*
   a. *The results revealed the following key indicators (scores represent responses of either "agree" or "strongly agree":*
      i. 100% clearon expectations;
      ii. 85% respect leadership as professionals;
      iii. 32% satisfied with the culture;
      iv. 37% satisfied with training provided;
      v. 81% proud to work at PBOT;
      vi. 50% receive changes regarding policies and procedures in a timely manner;
      vii. 67% know where to go or who to ask to gain information about the organization's policies and procedures.

   While the survey indicates employees are proud to work for the organization and have a clear line of sight of their individual performance as it relates to Divisional expectations, there appear to be opportunities to improve the culture, employee morale and internal communications.

   Per the RFP, listed below are recommendations in bulleted form.

2. *Strengthen the Organizational Climate*

   Two themes emerged in both the employee interviews and the survey: an "us vs them" mentality, especially when it comes to selecting employees for "special" assignments and the impact on employee morale with the current temporary work space as the permanent offices are under construction.

   To address the "us vs. them" theme:

   It is our understanding that the special assignments are kept on a physical list and the supervisors identify, to the best of their ability, the employee who can best complete the task based on tenure and skills. One employee commented that it's her belief these assignments are typically assigned to the officers with morning shifts, as the assignments themselves arise in the early part of any given day.

To better alleviate the perception that these assignments are given only to the Division "favorites" we propose the following recommendations:

- Modify the process for selecting employees for assignments so it is completely transparent from start to finish where possible. Perhaps the supervisors can consider inserting the assignment list as part of the roll call agenda and list those assignments that employees can volunteer for and those, because of certain requirements, that have to be assigned to particular individuals. With this approach all employees will understand, as part of the selection process, those assignments they are eligible for, those they are not, and the logic behind the decision.
- In meeting with the current Manager, she had described, as part of the Performance Review Program, setting performance goals for the Supervisors. We recommend adapting to this approach with the Officers (as the CBA allows) to include as part of their Performance Reviews, a discussion regarding performance goals that tie directly to the assignments they would like to be considered for on a go-forward basis. With this approach, the goals themselves and the related progress can be documented throughout the year and if an Officer should question why he/she didn't receive an assignment, the Supervisor can review the Performance Goals and related progress as part of his/her response.
- Lastly, the Manager also has an opportunity to reinforce equity in the workplace by highlighting the logic behind those employees who received an assignment through her/his routine communications, e.g., all employee emails, staff meetings, etc.

To address the employee morale theme (specifically due to the temporary work space):

As previously discussed with the Manager, the Division currently has a Social Committee that has been a bit dormant over the last year. We recommend re-activating the committee and providing them a Charter that outlines their overarching goal, the supporting budget and the process in which they can receive approval for implementing different programs to improve moral. Examples of such programs have been previously provided to the Manager and are listed in the back of the report under the Addendums.

In addition to improving moral through the above referenced programs, we understand that the Manager provides hand written thank you notes to employees when she observes them going above and beyond. We suggest taking this program one step further and providing all Officers access to thank you post cards, so they can write words of acknowledgement to each other "in the moment". Clearly the benefit of this type of initiative is to improve morale, but also could help decrease the "us vs them" dynamic as well.

3. *Commitment of Individuals Working as Part of a Larger Team*

a. In reviewing the Team Effectiveness section of the Survey results, two questions seem to pose opportunity for improvement:
    i. New employees are treated as equals to longer tenured employees (40% either agreed or strongly agreed); and
    ii. Peers respond well to unpredictable or changing work situations and/or demands (35% of employee agreed or strongly agreed).

Before addressing the employee equity question, it should be noted that those employees with 3-5 years tenure scored the lowest (8%) where by 41% of employees with 0-2 years tenure agreed or strongly agreed and 48% of employees with 6+ years agreed or strongly agreed. We highlight these statistics as it would appear that those employees with 3-5 years tenure may have specific reasons for scoring this question materially lower than their peers and would suggest the Division hold a small round table with employees from this particular category to explore their opinions as to reasons behind the score.

Hand-in-hand, we believe that if the assignment recommendations described above are put in place, that solution may address the concerns with this set of scores. We received feedback from a number of employees throughout both rounds of interviews that the common source to the inequity concern is the delegation of these assignments.

Lastly, if the Division wished to take a more formal approach with addressing this concern, they may consider implementing a Mentoring Program whereby younger tenured employees are matched to a more senior Officer for a period of time to allow the newer employee to learn from the tenured peer and conversely the senior employee gains better sensitivity of what it is like to be an emerging officer in the Division in the current work environment.

As far as employees successfully addressing unpredictable and/or changing work environments, recommendations for improvement have been included as part of the Hiring Practices section in terms of evaluating candidates for their inherent ability to address such situations.

For existing employees, it is interesting to note that several interviewees commented that “big bang” changes are well communicated and cited the current Manager’s leaving was shared in a manner that either met or exceeded expectations. At the same time, many of those interviewed also noted that the implementation of Parking Kitty was “rushed” and felt inadequate to answer questions or concerns from the public.

To address better supporting employees with major shifts in the work place we recommend the supervisors participating in a Change Management course, so they can learn how to best lead their respective teams through change. In our practice, we center our leadership training on a model that moves employees through any given change by creating *Awareness, Understanding, Alignment and finally Adoption*. For illustrative and discussion purposes only, below is a table that lists

employee questions that commonly indicate where any given individual is in the change management process:

Awareness	Understanding	Alignment	Adoption
What…	What…	How…	How…
• Is Happening? • Are the expectations? • Are the reasons? • What am I supposed to do?	• Changes are occurring? • Does the new system look like? • Is different about my job?	• Am I supposed to use the training? • Am I to swap out the as-is with the to-be? • Am I going to be supported during this change?	• Can I leverage the change? • I use the solution above and beyond • Share feedback - what's working/what's not and why?

Being able to detect where an employee is in this process better serves the supervisors when they respond to concerns and questions, thus ensuring employees move toward adoption in an efficient and successful manner.

4. Officer Safety

Parking enforcement officers across the United States deal with personal safety concerns almost on a daily basis. Safety concerns are a result of threats both verbal and implied as well as some physical assault on a parking enforcement officer. Because the vast majority of these positions are civilians and non-sworn police personnel they are limited in how they might respond and what action, if any, they can take.

We reached out to over 40 operations across the country, some of them our operations, some non-outsourced including Las Vegas NV, Lincoln NE, Omaha NE, Eugene OR, Stockton CA, Newport Beach CA, Santa Monica CA, Houston TX, Lexington KY, Louisville KY, Miami FL, Orlando FL, Atlanta GA, Richmond VA, Harrisburg PA, Denver CO, Annapolis MD and others receiving over 25 responses. We also contacted the training department for the International Parking Institute (IPI) to get some ideas on how other agencies large and small deal with officer safety.

The common theme and procedure to all of these agencies and IPI is that officers are trained to be non-confrontational, use "verbal judo" to de-escalate the situation, show empathy, walk away and if necessary call the police. Consistently across our survey, Parking Officers are equipped with two-way radios, cell phones and similar communication devices in order to contact police on an immediate basis. We did hear of an agency using a pull alarm similar to what a jogger may use. Also, a few have considered the use of body cameras as optics as a deterrent but with public records laws this may be problematic as well.

Not one agency ever teaches self-defense techniques or provides any type of self-defense equipment such as pepper spray. Again, these employees are not sworn officers or trained in this type of behavior and by doing so could create a risky situation

including bodily harm to the parking officer and put the officer and the agency liable for any of those actions.

Some states have passed legislation to make assault on a parking officer as a felony, but this does not help an officer when confronted by a hostile or threatening person. IPI is looking into the idea of providing some type of safety and security training but due to the complexity and risks involved, there is no industry standard solution at this time.

In short, until an official industry policy is created we must focus all training to continue to de-escalate, walk away and call the police.

5. Communications Within the Division to Contribute to PBOT's Overall Mission

(Please note several of the above described communications recommendations would also serve to improve the Division's ability to contribute to PBOT's overall mission.)

As both the survey indicate and feedback from the interviews, almost all the employees expressed appreciation for the current Manager's all-employee emails. Many went on to say they learn something new about the Division, expressed gratitude for the recognition she provided and would like to see more of the same elsewhere in the Division.

To that end, the Division could consider asking the Supervisors to start distributing similarly themed emails to their own teams on a routine basis and as well, reinstitute the Division staff meetings that many respondents noted they have missed.

As far as policies and procedures and general information sharing, respondents and interviewees expressed a desire that these types of documents be refreshed, and updates shared on a regular basis. If possible, the Division could consider assigning this responsibility to one of the Supervisors or administrative personnel to ensure all have access to the most current information and understand how to better request clarification or further details from one centralized resource.

Lastly a few respondents expressed a desire for better communications with the Police Division; specifically, in understanding when they (the Police) have had a vehicle towed. We would suggest a round table meeting (with an agenda and minutes/action items documented for continued follow up) with a representative from the Police Division and officers so they can work together on closing this communications gap. We would also suggest that if possible the two Divisions meet 3-4 times a year to discuss what's working/what's not and how to improve once the initial set of action items are completed.

P. Metrics, Data and Actionable Information

Metrics

In reviewing the data available and discussions with the Division, it became very evident that the Division suffers from what many other similar operations we operate and have surveyed across the country in that there is so many different sources and depth of information that it is difficult to decipher what is most relevant to measure and track.

As with many comparable organizations, there is an overwhelming desire to reflect on how the Division compares to others. As we have seen too often, there is no "Best Practice" to a specific set of metrics, but rather the methodology to accurately and thoroughly assess your individual operation. However, each operation is different with varying nuances, policies, politics, visions and missions compared to their counterparts. A fundamental first step towards long-term success in the Division is establishing the Vision and Mission so that the analytics and data is enabling the Division to manage towards those needs directly.

Data

As seen in our review, it is very easy to get into "data overload". There is so much data available, discerning which is most useful is the challenge. While many sources were analyzed, the principle sources of data used in our review were from both the Parking Enforcement Division and the Parking Operations Division are listed and most of our inferences were made from these:

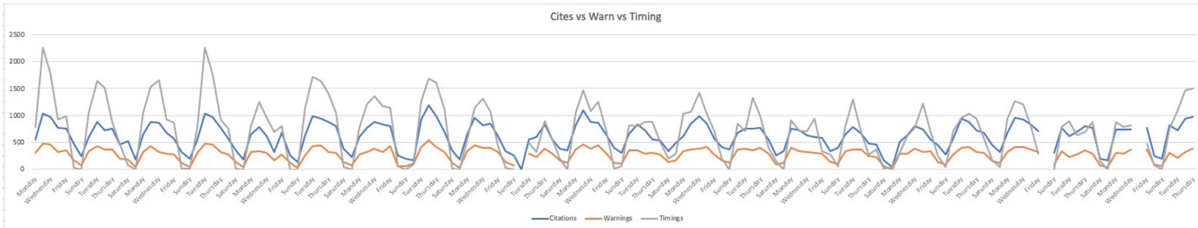
- Extraction of "Citation Data for 2017"

To date	Command 1	House no.	Ticket no.	Street	Side of street	Offence 1	Supplement	Offence location key	Supplement text	and street	Between street	GPS Data
12/28/16 7:23	73		HA30786322	VISTA AVE	W	29	Cross Streets	C		BURNSIDE ST	PARK PL	28.12.2016#15:23:24#45.5215548333333#-122.698161666667#59.0#32.7#7.819144#2.19#6#10.95#
12/28/16 7:24	40	535	HA30684130	MORRISON ST	N	48	Address	A				
12/28/16 7:30	40	516	HA30684131	MORRISON ST	S	29	Address	A				
12/28/16 7:33	92		HA30786323	20TH AVE	W	29				BURNSIDE ST	EVERETT ST	28.12.2016#15:33:10#45.5240715#-122.6923325#54.4#0#1.263064#3.47#5#17.35#
12/28/16 7:38	90	500BL	HA30308180	COOK ST	N	109	Address	A				28.12.2016#15:38:26#45.5471518333333#-122.671094#47.4#0#1.335292#0.94#9#4.70#
12/28/16 7:40	90	3000	HA30262531	8TH AVE	W	110	Address	A				28.12.2016#15:40:16#45.5450288333333#-122.657518166667#53.6#0#1.274176#0.91#9#4.55#
12/28/16 7:43	42		HA30786324	21ST AVE	W	29	Cross Streets	C		YAMHILL ST	TAYLOR ST	28.12.2016#15:43:52#45.5223971666667#-122.694349833333#46.3#0#3.455832#1.12#8#5.60#
12/28/16 7:44	40	5109	HA30684132	BURNSIDE ST	N	48	Address	A				28.12.2016#15:44:00#45.5229718333333#-122.61123#60.5#0#0.625976#0.94#9#4.70#
12/28/16 7:52	90	900BL	HA30308183	MASON ST	S	2	Address	A				28.12.2016#15:52:46#45.5533545#-122.675871166667#57.5#0#2.031644#1.77#8#8.85#

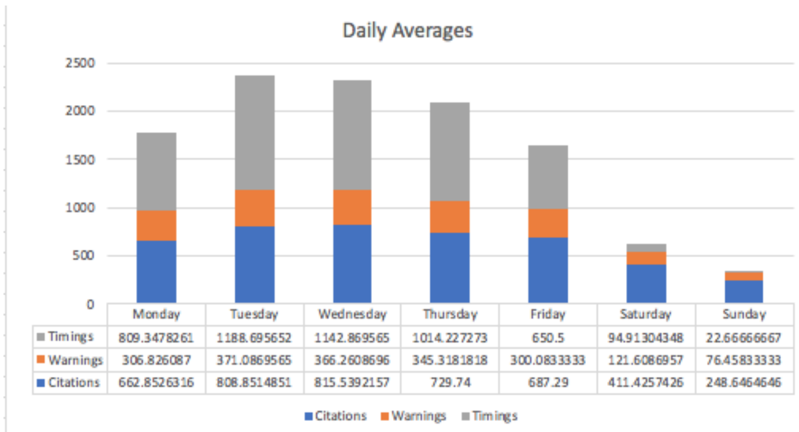
- "Citation Data by Beat"

Beat	Name	Citation	Picked Up	Warning	total
103	ABANDONED AUTO	0	0	0	0
102	ABANDONED AUTO	0	0	0	0
101	ABANDONED AUTO	74	0	67	74
98	Metered Bike	0	0	0	0
97	Metered Bike	0	0	0	0
96	Metered Bike	0	0	0	0
95	Metered Bike	0	0	0	0
94	Metered Bike	2360	18	602	2378
93	Metered Bike	3261	8	1345	3269
92	Metered Bike	2604	12	714	2616
91	Metered Bike	3157	22	1192	3179

- "Cites vs Warnings vs Timings"



- "Running Daily Average"



	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Timings	809.3478261	1188.695652	1142.869565	1014.227273	650.5	94.91304348	22.66666667
Warnings	306.826087	371.0869565	366.2608696	345.3181818	300.0833333	121.6086957	76.45833333
Citations	662.8526316	808.8514851	815.5392157	729.74	687.29	411.4257426	248.6464646

- "Weekend Beats with Stall and Meter Count"

FID	Shape	all_beats_20180308_FID	OBJECTID	FieldStatu	Owner	MaintResp	MeterCode	Duration	StatusChan	CreatedBy	CreatedOn	ModifedBy	ModifiedOn	Comments	GlobalID	PKZone	FID_2	BeatID	BeatType	BeatLocati	SymbolCate	Color	BeatID_txt	Shape_Leng	Shape_Area
0	Point	0	5	ACTIVE	PDXTRANS	UNKNOWN	L031560	300	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Medium	145e2ac9-d5	2105	0	0				0		0	0
1	Point	10	21	ACTIVE	PDXTRANS	PDXTRANS	L061360	300	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Tall	0d54713a-f2	2005	0	0				0		0	0
2	Point	11	22	ACTIVE	PDXTRANS	PDXTRANS	L061359	300	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Tall	3d04f79b-15	2005	0	0				0		0	0
3	Point	12	23	ACTIVE	PDXTRANS	PDXTRANS	L091162	120	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Tall	790e04d0-cb	2002	0	0				0		0	0
4	Point	13	24	ACTIVE	PDXTRANS	PDXTRANS	L091260	120	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Tall	094f6de8-77	2002	0	0				0		0	0
5	Point	14	25	ACTIVE	PDXTRANS	PDXTRANS	L091261	120	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17	Tall	7a4238b9-af	2002	0	0				0		0	0
6	Point	35	46	ACTIVE	PDXTRANS	PDXTRANS	F011664	300	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17		3cadae2f-d3	1005	0	0				0		0	0
7	Point	67	78	ACTIVE	PDXTRANS	PDXTRANS	H150759	240	<Null>	kmcewen_PD	9/29/17	kmcewen_PD	9/29/17		2899d7bc-5	1004	0	0				0		0	0

- "Officer Totals"

Officer	Citations	Warnings	Ratio	Timings	Ratio	Totals
152	11206	3930	**35.1%**	15158	**135.3%**	30294
153	7553	3359	**44.5%**	12306	**162.9%**	23218
113	4687	1124	**24.0%**	16189	345.4%	22000
149	6624	1714	**25.9%**	11197	**169.0%**	19535
129	5829	3340	**57.3%**	9962	**170.9%**	19131
120	4409	2313	**52.5%**	10454	237.1%	17176
138	4978	2892	**58.1%**	8729	**175.4%**	16599
122	4556	2815	**61.8%**	8677	**190.5%**	16048

- “Meter Beat and Payroll Data”

Beat ID	Jan	Jan (Transactions)	Feb	Feb (Transactions)	Mar	Mar (Transactions)	Apr	Apr (Transactions)	May	May (Transactions)
0	$3,911	808	$5,464	1,171	$4,990	1,079	$6,028	1,301	$6,729	1,518
1	$71,362	30,532	$75,812	32,592	$90,708	38,601	$83,083	35,340	$88,773	37,317
2	$102,031	33,935	$126,093	41,437	$146,321	47,557	$136,312	44,644	$134,836	44,779
3	$97,909	38,887	$109,104	43,592	$135,660	53,060	$125,640	49,448	$126,707	49,253
4	$67,749	27,912	$78,246	32,583	$91,213	37,570	$85,502	34,899	$87,117	35,548
5	$133,022	48,207	$151,317	54,315	$178,840	63,553	$173,623	61,177	$168,250	61,276

Beat ID	Jun	Jun (Transactions)	Jul	Jul (Transactions)	Aug	Aug (Transactions)	Sep	Sep (Transactions)	Nov	Nov (Transactions)	Dec	Dec (Transactions)
0	$4,252	939	$2,177	528	$2,294	534	$2,825	616	$4,794	1,056	$1,864	397
1	$79,618	33,878	$84,074	35,127	$80,557	33,973	$77,303	32,798	$73,401	30,650	$89,230	36,776
2	$131,710	44,135	$118,901	40,628	$126,449	42,911	$125,020	41,306	$125,460	39,681	$134,890	42,792
3	$125,151	49,148	$118,089	46,373	$119,986	47,683	$111,460	44,076	$99,964	38,744	$109,860	42,279
4	$86,686	35,449	$83,181	33,838	$88,859	36,590	$82,568	33,994	$73,743	30,520	$83,845	34,314
5	$162,468	58,679	$154,535	56,724	$158,691	58,071	$146,624	53,662	$131,261	47,876	$145,968	53,786

- “Hours of Parking”

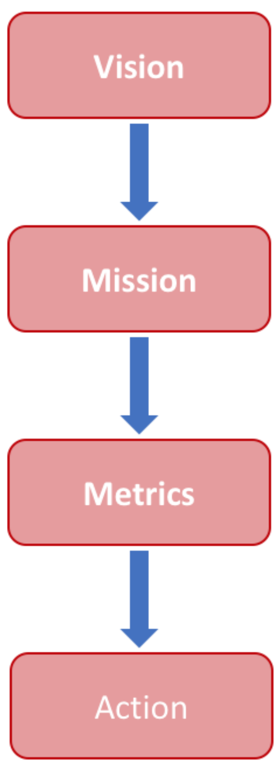
Beat ID	Meter C	District	Jan (Tra	Hours P	Feb (Tra	Hours P	Mar (Tr	Hours P	Apr (Tra	Hours P	May (Tr	Hours P
74	C064059	OHSU	327	1244	558	2134	397	1529	345	1369	401	1514
74	C064060	OHSU	224	868	44	145	393	1487	357	1339	419	1566
74	C064360	OHSU	104	443	140	589	146	615	83	341	151	611
74	C390709	OHSU	271	861	252	761	329	1030	273	839	329	956
74	C400510	OHSU	82	286	90	335	93	349	105	392	92	344
74	C400609	OHSU	474	1163	396	923	584	1378	522	1238	461	1109

Meter C	Jun (Tra	Hours P	Jul (Tra	Hours P	Aug (Tra	Hours P	Sep (Tra	Hours P	Oct (Tra	Hours P	Nov (Tr	Hours P	Dec (Tra	Hours Purc
C064059	331	1253	284	1070	319	1166	257	973	261	1006	263	981	224	831
C064060	362	1311	305	1149	330	1235	283	1043	325	1209	280	1064	245	933
C064360	156	657	138	583	145	599	126	523	157	667	129	552	104	446
C390709	290	864	237	722	249	794	238	766	226	720	208	643	184	571
C400510	96	352	95	358	85	314	66	233	79	305	77	301	67	261
C400609	564	1341	470	1093	516	1236	428	1034	473	1099	489	1173	383	1164

Consistent collection of data collection with regularly scheduled analysis is imperative to achieving consistent improvement and progress towards the Division’s Vision and Mission. Once the final sets of metrics are agreed to, there is no reason one combined set of data cannot be established and filtering out unnecessary fields and establishing a more useable template.

Actionable Information

The goal of any KPI / Metrics initiative is to get to a state of actionable information as quickly as possible. That begins with getting to baselines minimizing the nuances and variables as best as possible in alignment with your Vision and Mission. The first question should always be “How does this help us measure achieving our Vision?”



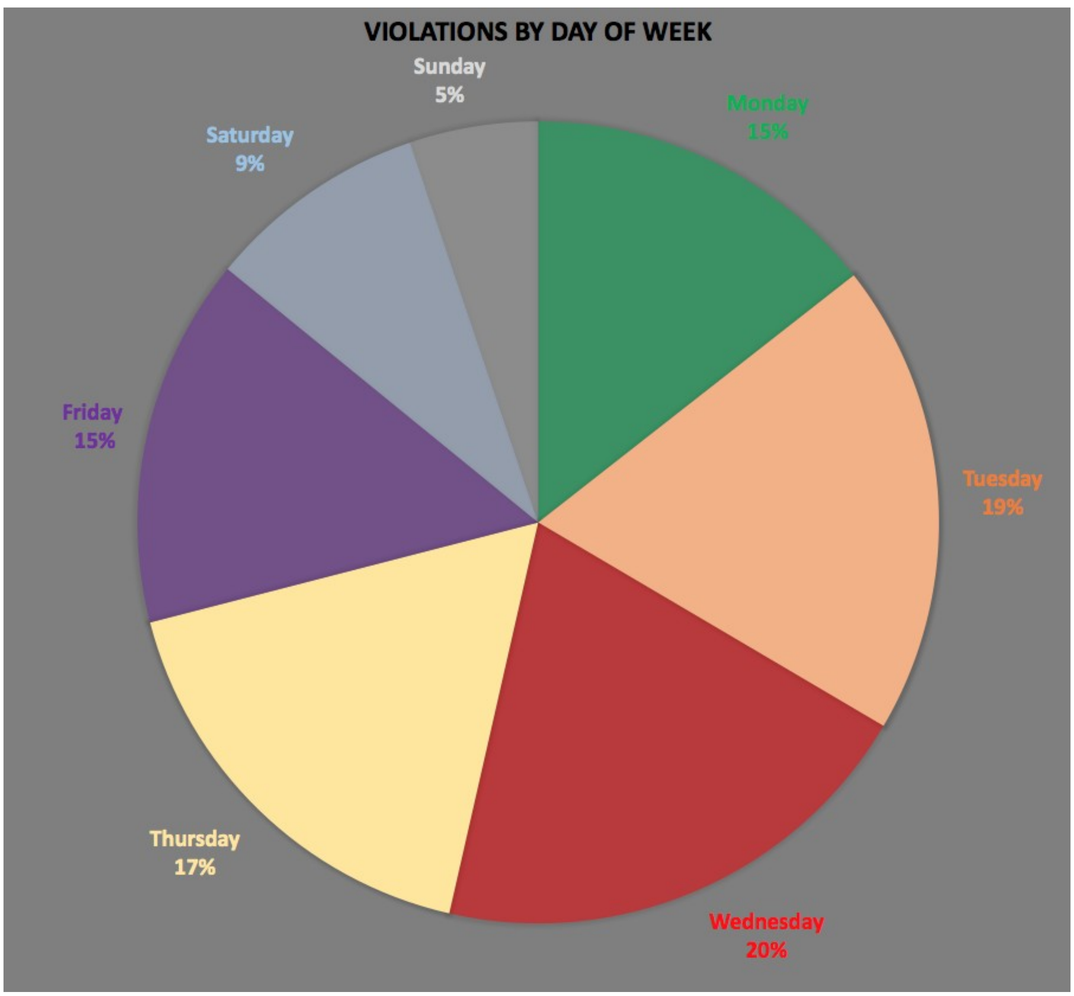
The intended outcome in relation to your goals is critical to making those steps towards achieving them. Otherwise, measuring can lead down various rabbit holes without achieving the desirable results.

Q. SUGGESTIONS AND RECOMMENDATIONS – Metrics, Data and Actionable Information

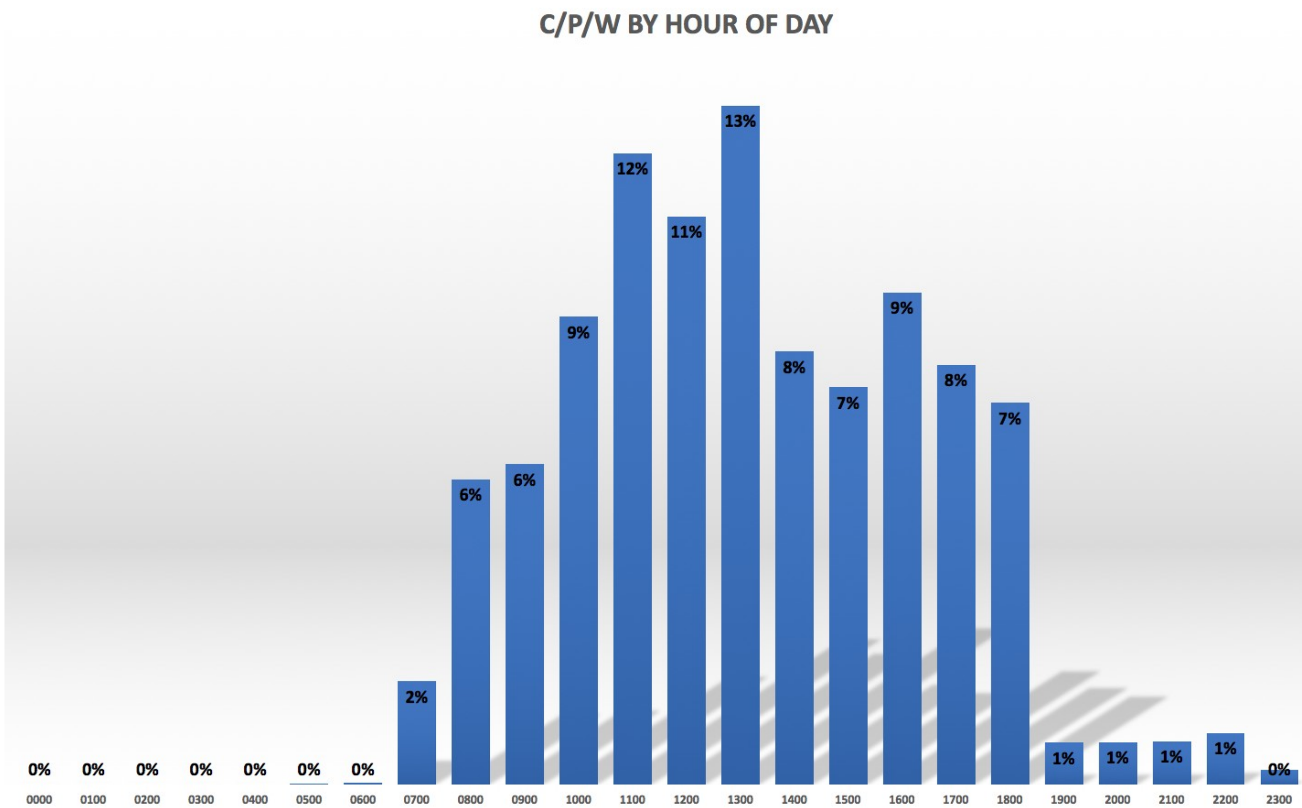
In lieu of a clear Vision and Mission being finalized today, we can suggest the immediate implementation of the following metrics to begin the process.

Citations/Pick Ups/Warnings (C/P/W) Activity

As efforts proceed to better schedule key personnel cross the city in order to provide the best customer experience and compliance, alternative shifts schedules and lengths of shifts need to be considered for the most impact. For example, the picture of C/P/W activity by day of the week is somewhat as expected.



And when observed by hour of the day, clear justification for staggered shifts can be observed with the core hours being that 10am to 7pm window.



This is particularly interesting as it could be more of a factor of what is currently being done versus where the need is actually. Many municipalities have more activity in their CBD due to bar and restaurant activities when charging for parking in those hours.

To be of maximum use, the same analysis should be done by day and by hour for the hours of paid parking on a monthly basis to cross compare as well as establish baselines. The goal is always to establish a baseline and then actively review it on a regularly scheduled interval to see if the decisions and adjustments to the operation have the desired impact as well as identify any anomalies that need to be researched quickly to see what the root cause's reason.

Beat Prioritization

Across the country, there are many methodologies used to prioritize beats. Based upon our observations, we feel the initial focus should be based upon a cross comparison of C/P/W with Revenues and Hours of Paid Parking. This will provide visibility to look at trends overall as well as dig down to more granular levels of detail.

A common mistake is to over simply it down to C/P/W activity by beat, but that will only reflect what you are currently doing and not change much going forward.

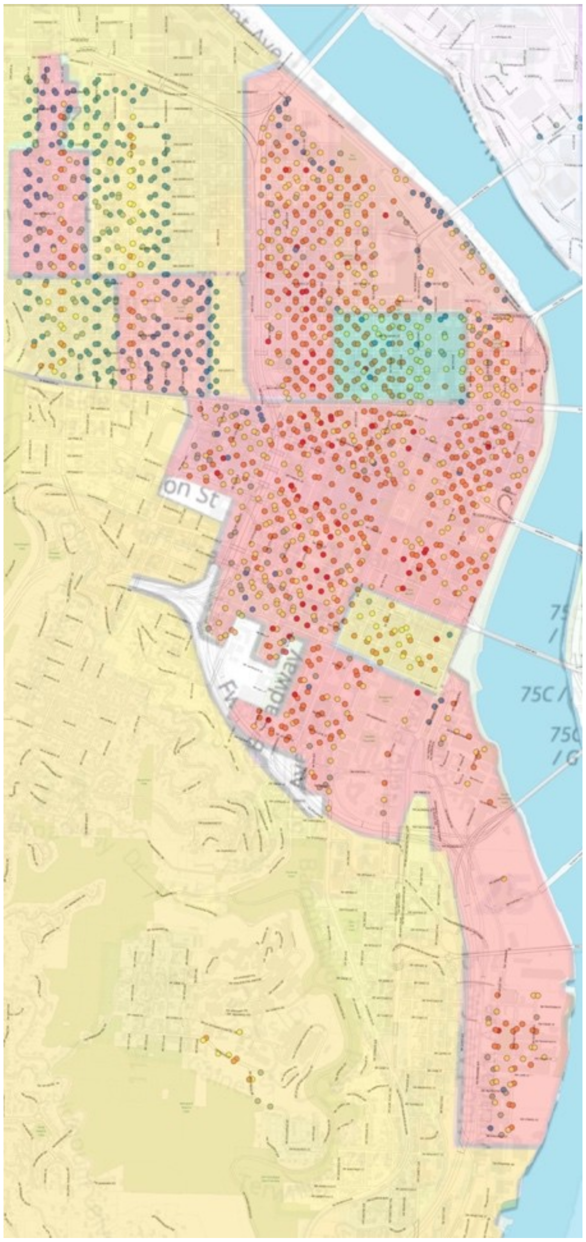
Using the Core Methodology shared earlier as an example, you could easily interpret the results:

- Beat A has 25% more C/P/W activity than adjacent beats, thus it gets prioritized in staffing when there are staffing impediments, weather factors, etc.
- However, that could be simply the difference in officers and their varying levels of performance, diligence and discretion.
- When Beat A is looked at from a Transactions level compared to adjacent beats, the picture becomes clearer:
  - If the transactions per day per meter are significantly lower in relation to adjacent beats, it indicates potentially a better or even <u>over</u> enforcement situation.
  - If the transactions per day per meter are significantly higher, you can see that the opportunity for non-compliance goes up significantly due to the higher turn of vehicles in the spaces.
  - While revenue can give a broad correlation, hours eliminates the rates differentials across the city.

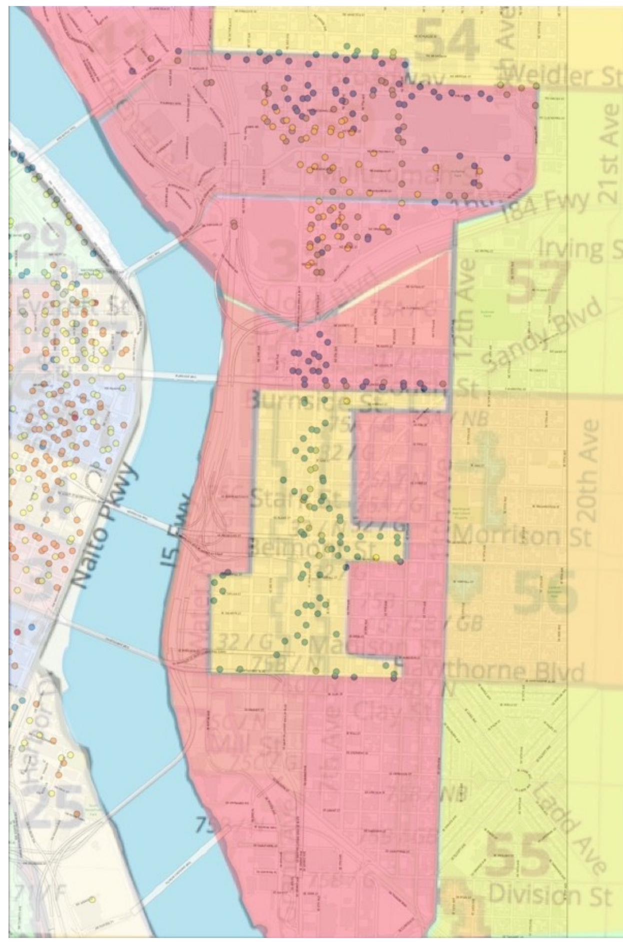
Using several sources of data, we reviewed the information provided and create a visual demonstration based upon <u>existing</u> beats to help prioritize those beats when staffing is factored in. Whether there is a shortage of staff or a lighter day of parking, you can start to focus on your primary beats to get to better compliance with the public.

Current Activity

WEST



EAST

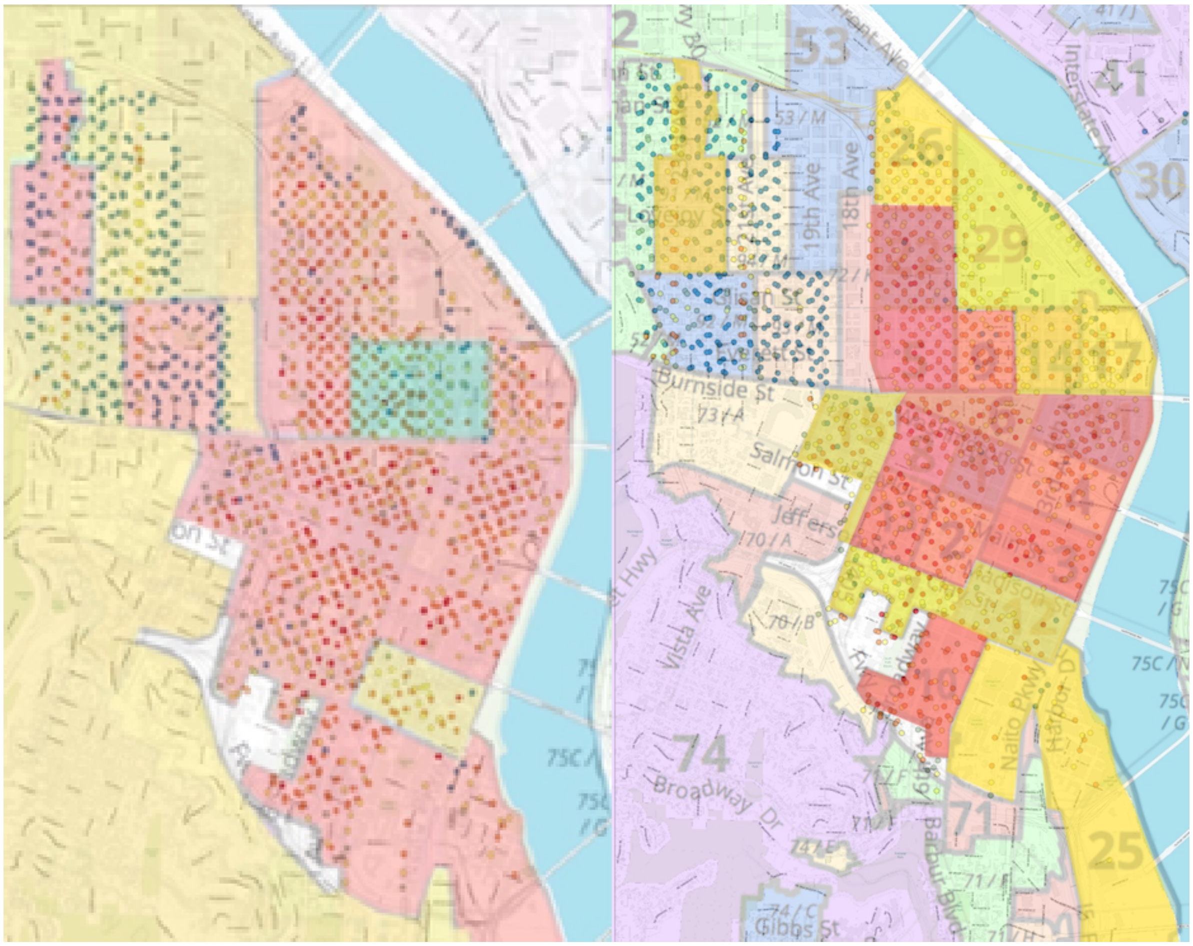


The red dots are the most active meters, then orange, yellow, green and finally blue. The red beats are the most active in C/P/W, then yellow and lastly green. You can start to see there is significant efforts in place for your APPP areas given the C/P/W activity, but also see there is significant C/P/W activity in beats with a lot of meters, but lower activity. Only with consistent capture and review on an extended basis will the true reasons unfold.

Suggested Prioritization

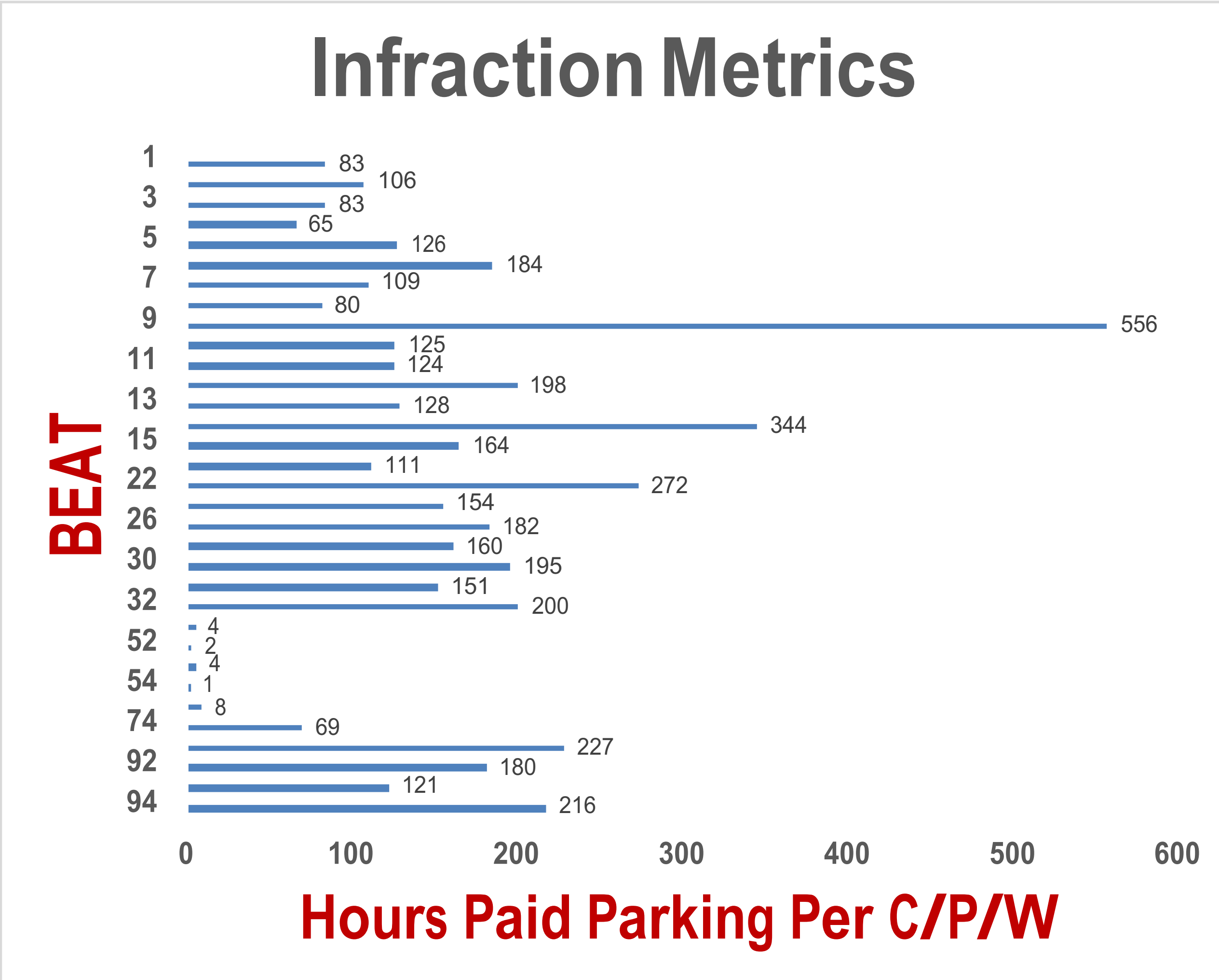
Obviously, this methodology works best for paid parking scenarios and does not take into account APPP activity. But a preliminary prioritization based upon the combination of factors, results in a primary focus on the west side core areas:

Current Activity **Suggested Prioritization**



Reviewing this cross reference each month will start to reveal opportunities for improvement. Start off with a global look across all beats, then over time, the focus should get down to by meter thus allowing a better configuration of beat zones to become more effective.

One measurement used in other operations is “Hours of Paid Parking per C/P/W”



In the most general of terms (always exceptions), the lower the number, the higher the level of enforcement in comparison to the number of hours parked. The higher the number, the lower the enforcement. These alone do not indicate an issue, but rather raise a flag than needs to be reviewed. The bigger concern would be how this pattern changes over time barring any changes operationally.

Officer Performance

Officer performance is very tricky to measure given the factors and nuances between beats, times of day and days of week; not to mention holidays, events, rallies/protests and the like. That said, the metrics used across other operations ranged greatly and can only be done once a viable tracking tool is used in dispatch as we are told is now being done.

Officer Hours on Beat, On Duty

Potential metrics for officer performance starts with "Time on Beat". Everything else flows out from that factor. The preferred tool used to track would be to utilize geofencing and the device GPS information to get the most accurate assessment possible. Having the officers log out of the device for lunch and breaks (If it turns off the GPS tracking) and then gathering the data of "In Beat, On Duty" over a prolonged period of time. We recommend a minimum of 3 months to establish a baseline. This allows measurements by officer, by beat thus providing a more consistent standard of measurement over time.

Once that baseline is established, the performance metrics have more validity to identify potential issues or superior performance. Some of those various metrics around the country are:

- **Hours <u>not</u> on beat.**
  - Why?
  - What administrative functions are necessary, and can they be reduced.
  - Evaluate all non-beat activities to whether they help achieve the vision and mission of the Division?
- **C/P/W per hour on beat**
  - <u>Must</u> include which beat worked, hours of day, day of week, transportation mode of officer, weather, holiday, etc.
- **Officer Citations vs. Pickups vs. Warnings Ratio**
  - Cross reference Beat and Officer to get the most objective comparison you can.
  - Establish Beat baseline ratios – i.e. 30% Citations vs. 45% Pickups vs. 25% Warnings on Beat "A"
    - Officer 1 consistently runs Beat "A" at 40%/40%/20% C/P/W
    - Officer 2 consistently runs Beat "A" at 15%/30%/55% C/P/W
    - Officer 3 consistently runs Beat "A" at 60%/30%/10% C/P/W
    - Many assumptions can be made about one officer being more aggressive than another, more lenient, more passive; the answers will vary greatly. But by tracking Beat "A"'s baseline and seeing the variance amongst officers, it warrants a conversation to see what they are seeing as the differences. It needs to be approached from a point of figuring out the factors causing it, not productivity initially. The conversations and analysis will ultimately reveal the answers and actions needed to resolve it.
- **Uncovered Beats**
  - Whatever the reasons may be with weather, holiday, vacations, sick/personal days, open positions, etc.

- Over time, the Uncovered Beats will reveal potential abnormalities of your other metrics being tracked.
- **Officer Discretion**
  - As suggested earlier, once a policy on officer discretion is agreed to in order to create more consistency across the Division, the tracking of "Discretion Codes" and frequencies should be immediately be included in your metrics. Unfortunately, this is one of the gaps in any operation that allows for inappropriate and even criminal activity to penetrate the operation. A clear policy with accurate tracking of reasons and frequency must be established to curb any temptation that may develop within an individual over time. We would all love to believe it would not happen, but unfortunately a check and balance needs to be in place to be sure. There can be many other reasons for differences in officer discretion similar to the Officer C/P/W Ratios that are more to do with variances in personality types, training and experience, but this also provides a gap that needs to be closed if at all possible.

Source Data

From our review, the needed information is available to package the right metrics to support the Vision and Mission of the Division. Implementation of newer technology platforms will make it easier to extract and cross reference, but it is already there today. The Enforcement Division should be regularly requesting the information we received from the Parking Operations Division to provide a broader picture to evaluate. Enforcement and Operations should be sharing their metrics back and forth to better achieve the city's goals.

R. Stakeholder Engagement

Executive Summary

Enforcement of parking rules, limitations and policies is most effective when built on a foundation of trust and collaboration among Division staff, interdepartmental partners and the community-at-large. As part of the PBOT Parking Enforcement Process and Procedures Review project, the consulting team developed and conducted an engagement process designed to inform, educate and engage **internal stakeholders**: all individuals who have made a commitment to the organization as staff members—front line, management and leadership—as well as key interdepartmental partners.

This process was designed to complement the Organizational Climate tasks (1.8 and 2.5) as well as to begin building a foundation of communication, transparency, collaboration and trust that could support implementation of project recommendations.

PHASE I ACTION ITEMS	STATUS
1. Review RFI materials and documentation.	**Complete**
2. Select and onboard Steering Committee.	**Complete**
3. Development engagement materials, including: a) Online questionnaire (part of Organizational Climate task) and b) small group conversation strategy.	**Complete**
4. Determine in-person meeting and online questionnaire implementation schedule.	**Complete**
5. Coordinate with PBOT staff to ensure attendance and proper notice for in-person meeting offerings.	**Complete**
6. Provide full documentation of stakeholder engagement strategy and supporting materials.	**Complete**

PHASE II ACTION ITEMS	STATUS
1. Facilitate one 2-3 days site visit for small group meetings.	**Complete**
2. Launch online questionnaire and support PBOT staff to ensure maximum staff and partner engagement (part of Organizational Climate task).	**Complete**
3. Develop a memo that provides a comprehensive overview of the internal stakeholder engagement process.	**Complete**
4. Provide recommendations for continued and regular staff and interdepartmental partner engagement.	**Complete**
5. New Task: Develop and facilitate an internal process to create a new division Vision, Mission and Guiding Principles.	**Complete**

PHASE III ACTION ITEMS	STATUS
1. Final memo that provides a comprehensive overview of the internal stakeholder engagement process along with recommendations.	**Complete**

Process Overview

In consultation with PBOT Enforcement Division leadership and consulting team partners, a stakeholder engagement process was created to support the PBOT Parking Enforcement Process and Procedures Review project. The process was conceived and promoted as an avenue through which both Division staff and interdepartmental partners could share their thoughts, opinions and aspirations for the project process and deliverables. It also created a clear set of milestone meetings during which stakeholders

(staff and interdepartmental partners) could receive regular project updates and interact frequently with the consultant team.

Actions completed as part of the stakeholder engagement process are detailed below and organized by month of activity:

December 2017

- Project initiation, start-up and planning coordination, including development of the Request for Information.

January 2018

- Conducted the initial task kick-off call with PBOT Division Leadership **(Jan. 9)**.
- Developed Stakeholder Interview Materials, including meeting invitation scripts, interview outlines and project messaging.
- Identified and invited the Steering and Stakeholder Partner Committees to participate in the Division Assessment process.
- **Steering Committee and Stakeholder Meeting #1**; including in-person orientation and definition of committee roles **(Jan. 23)**
    - Meeting #1 Agenda & Notes.
- Conducted individual interviews with select members of the Steering Committee and Stakeholder Partner groups. **(Jan. 23-24)**

February 2018

- Attended weekly consulting team and PBOT leadership team coordination calls.
- Participated in review and refinement of Organizational Climate Assessment Survey.
- Developed agenda and meeting materials for March Steering and Stakeholder Partner Committee Meeting #2.
    - Steering Committee: Meeting #2 Presentation
    - Stakeholder Partner Committee: Meeting #2 Presentation
- Coordinated individual / small group meetings with select members of the Stakeholder Partner Committee.

March 2018

- Attended weekly consulting team and PBOT leadership team coordination calls.
- **Steering Committee Meeting #2**, including: project update, review of initial organizational climate surveying and discussion of emerging themes. **(March 13)**
    - Meeting #2 Agenda & Notes
- **Stakeholder Partner Committee Meeting #2**, including: project update, mini "focus group" session and discussion of survey results emerging themes. **(March 13)**
    - Meeting #2 Agenda & Notes
- Conducted individual / small group meetings with select members of the Stakeholder Partner Committee. **(March 12-13)**

- Launched a new task: Ad-Hoc Committee formed to develop a new Vision, Mission and Guiding Principles for the Enforcement Division.
- Facilitated visioning process kick-off meeting. **(March 20)**
    - Visioning Process Kick-off Presentation
- Developed Phase I and Phase II Task Summary Memo.

April 2018

- Facilitated visioning process meeting #2 with Ad-Hoc Committee focusing on Mission of the Division, and refinement of Vision Statements **(April 10)**
    - Visioning Workshop Presentation
- **Steering/ Stakeholder Committee Meeting #3,** including: project update, introduction to the Vision, Mission, Guiding Principles and draft Vision statements **(April 24)**
    - Meeting #3 Agenda & Notes
    - Meeting #3 Presentation

May 2018

- **Steering/Stakeholder Committee Meeting #4,** including project update, review of draft Vision, Mission, Guiding Principles as developed by the Ad-Hoc Committee, connection to developing KPI's and next steps **(May 31)**
    - Meeting #4 Agenda & Notes
    - Meeting #4 Presentation

June-October 2018

- Revisions of Vision, Mission, and Guiding Principles finalized in September
- Title 16 code review assistance
- Coordination meetings with new PBOT staff and leadership team

Key Themes

Throughout the stakeholder engagement process (including: Steering and Stakeholder Partner Committee meetings, individual and small group conversations with PBOT Division staff, leadership and key interdepartmental partners), Key Themes emerged which helped provide direction and clarity in the development of overall project recommendations.

While these Key Themes are largely qualitative as they were drawn from personal opinions and experiences – either directly expressed by Division staff or observed by the consulting team – they provide insight into the likely opportunities and challenges that Division staff many encounter when moving forward with implementation.

Please note that items included in quotation marks represent direct quotes from those interviewed.

Opportunities and strengths on which to build:

- The Division has a lot of valuable institutional history, subject matter knowledge and technical expertise. Division staff are responsive to requests from other departments and are willing to share their expertise with others.
- Recent changes in Division leadership have brought a lot of change. While challenging at times, the willingness of staff to be flexible and keep moving forward despite some (temporary) uncertainty in leadership is a positive sign for future change management and Division innovation.
- The Division's recent hires have been a positive and energetic addition to staff. This group has demonstrated the ability to rise to the occasion when challenged to do so.
- The Division has "so many willing and departmental partners in PBOT and beyond". If Division staff felt comfortable asking for help, when needed, "there would be a line forming outside their door" waiting to support them.
- Division staff have actively participated in this consulting assessment process (even if reluctantly at times); showing dedication to organization, true interest in their jobs, and a commitment to the communities they serve.
- Staff feel that the organization is "growing up", and that professionalism is increasing.
- Staff are already seeing results / changes simply as a reaction to the questions that have been asked by the consulting team during this process.
- Staff demonstrate a strong commitment to customer service and presentation of a "good face" to the public for the City.

Challenges and potential obstacles of which to be mindful:

- Tension between the way the organization used to be ("small, like a family") versus where it is headed with additional staff, responsibilities and complexity; "we are at a crossroads".
- The Division has a history / culture of "exceptioning everything to death" (e.g. technology retrofitting, meter numbering / grid system, block face identification system, very tailored solutions for one scofflaw, personal computer upgrades).
- A lot is done manually, which has created duplication and redundancy for partnering departments.
- Some partnering departments feel that the Division does not have the technical expertise/support they need in-house, and as a result, have fallen behind industry-wide advancements and can be resistant to change.
- The culture can feel "daunting" and "punitive" to outsiders.
- At times, the Division appears isolated from or out of step with work activities and goals of key departmental partners (e.g. parking operations).
- Partners would like to be brought to the table sooner.

- Processes, systems, protocol seem overly complicated; “it appears that the Division is making more work for themselves”.
- Staff can feel frustrated by those outside the department who have “lack of understanding” of their day to day responsibilities.
- Roles and responsibilities of Division staff have evolved significantly over time (e.g. abandoned vehicle / RV role) but seem to have done so reactively and not in a coordinated and proactive way.

Division Vision, Mission and Guiding Principles

In late March 2018, an Ad-Hoc Committee formed to develop a new Vision, Mission and Guiding Principles for the Enforcement Division. This new task was carefully designed to illuminate the Division’s existing strengths while also defining a shared aspiration for future investment in Division resources – both in terms of talent and time.

This new task was kicked off on March 20th, and included a series of workshops that took place by phone and in person, March through May 2018. Meeting materials, including meeting agendas, notes and presentations, were linked in the Process Overview section of this task chapter. The results of this process are included below.

- **Vision:** Nationally recognized as the most innovative and community-focused parking enforcement agency.

- **Mission:** To ensure equitable and convenient access to parking in the public right of way.

- **Guiding Principles:**
    - **Commitment to People** – We respectfully and actively collaborate internally, with public and private agencies, and externally, with members of the community.
    - ***Health and Safety*** – We are committed to ensuring the health and safety of our employees and the community.
    - ***Innovation*** – We strive to be flexible, adaptable and embrace new technology.

The following individuals participated in the development and/or refinement of the Divisions’ Vision, Mission and Guiding Principles:

PBOT

- Dave Benson, Parking Services Group Manager
- Kezia Wanner, Former Enforcement Division Director
- Mike Crebs, Current Enforcement Division Director
- Donald Hunter, Parking Enforcement Supervisor
- Ira Hill, Business Systems Analyst
- John Wheeler, Parking Enforcement Supervisor

- Dawn George, Parking Enforcement Officer
- Michael Jacobs, Parking Operations

SP Plus
- Casey Jones
- Don Jordan
- Nicole Hankins

The Solesbee Group
- Vanessa Solesbee – facilitator
- Brian Borguno – facilitator

Recommendations

Some of the best parking and transportation programs share a common, yet unique characteristic: a strategic and unwavering commitment to ongoing stakeholder engagement and communication.

Through The Solesbee Group's work with many of these top programs, we've developed a four-step process to complement implementation of parking strategic planning efforts.

This process includes:

1. Discovery
2. Branding & Visioning
3. Work Planning and Implementation
4. Performance Evaluation

Each step is critical, informing the next one and offering a complete picture of where a program is today, where it could be tomorrow and the variety of paths available to get there. While this four-step process was developed with parking and transportation programs in mind, it can easily be tailored for use within a Department or Division setting as well.

Step One: Discovery

While only some organizations have the ability to conduct costly market research and stakeholder outreach efforts, every organization – even those on a small budget – can take steps to better understand their current environment, including attitudes and perceptions of current and future customers. Research can be as simple as gathering existing articles, studies, and information that help create the foundation for an effective communications plan. Often, a parking and transportation organization can identify key issues, audiences, sensitivities, competitive products, and/or policies that might affect their future communications and marketing efforts.

More sophisticated approaches to research (commonly referred to as “market research”) are generally divided into two major categories: quantitative and qualitative. Quantitative research is broader in scale and can be used to generate data and usable statistics. An online survey or poll of stakeholders (i.e., current and/or potential customers) is considered quantitative research. Quantitative research activities can provide an important benchmark that helps define what a customer, patron and community partner currently knows or believes about a parking or transportation organization’s offerings, programs and/or function.

Qualitative research is more exploratory and can help identify the underlying reasons, attitudes, perceptions, and language used by people when discussing a problem, program, or issue. Hosting one-on-one interviews or a series of small focus groups with stakeholders (as was completed as part of this study process) are both examples of qualitative research.

Step Two: Branding & Visioning

When a community is looking to develop a comprehensive parking and transportation organization for the first time, investment in organizational visioning and branding may be viewed as ancillary or “extra” rather than of critical importance. However, thinking strategically about the ways in which a parking program is (or is not) communicating with its customers and the community can support (or detract from) every other aspect of a parking program’s operations.

The key elements of an organizational brand platform include:

- **Branding:** In the parking and transportation industry, branding is much more than just a logo, a sign on the door or even the color and condition of employee uniforms. Branding is the image that customers have of an organization; it is an “unspoken promise” of quality and level of service that customers can expect when interacting with an organization.

- **Vision:** This statement should be aspirational and speak to the organization’s ultimate point of success (where you want to go, not where you are now).

  Key questions to ask when formulating a vision include:

    1. How would you define your ultimate point of success?
    2. What umbrella task/goal do you possess that will be worked on indefinitely?

- **Mission:** This statement defines what an organization is, why it exists, and its reason for being (it’s more tactical).

Key questions to ask when formulating a mission include:

1. What will you do (specifically) to continuously work towards your vision?

- **Audience(s)**: While every unique communication effort doesn't have to be tailored to meet a specific stakeholder group's needs, it is important to keep in mind that communication—especially during tense or challenging times—isn't a "one size fits all" solution. Audience identification can help a parking program know when additional communication, or an explanation of a situation, might be needed. It also helps to prevent overwhelming customers with irrelevant or too much information. The more parking managers understand their audiences (e.g., customers, community) – what is important to them, what they read, how they process information, who they are influenced by – the more tailored a communications and/or marketing effort can ultimately be.

  Key questions to ask when identifying your various audiences include:

  1. What markets are you serving?
  2. What benefit do you offer them by working towards your vision?

- **Messaging**: The foundation for creating content and tone for marketing and customer education efforts. Messaging for a parking and/or transportation organization should focus heavily on how the program will work to align parking and mobility policies and activities with the community's strategic development and growth goals. When crafting key messaging for public education and communication about a parking or transportation program's operational and customer service enhancements, it is important to carefully consider the tone of the messaging and how various messages will be perceived by the general public. In an arena as technical and complicated as parking management, it is a common pitfall to attempt to convey too much information at once, or communication with heavy jargon or technical instructions that will not resonate with the intended audience.
  Key questions to ask when formulating a messaging platform include:

  1. What perceptions, habits, or beliefs do we need to work on or develop in order to grow?
  2. What are we in the business of "selling"; or in other words, what are our main product and service offerings?

The process of developing a clear brand and vision for the Enforcement Division – one that complements and supports both Parking Services and PBOT – has already been launched with the Division's recent investment in developing a new Vision, Mission and Guiding Principles.

Step Three: Work Planning & Implementation

The exercise of developing a written communications plan cannot be underestimated. A plan can provide clarity, define a common direction for employees and can encourage buy-in from organizational leadership.

A high-level sampling of activities that could be included in a parking or transportation organization's annual work plan include:

- **Goals:** A simple and concise outline of what success looks like. Goals can be stated more broadly and be more visionary or aspirational.

- **Objectives:** Specific accomplishments and/or milestones that are ideally, stated in a measurable way.

- **Digital marketing.** Digital marketing is a general term to describe online marketing and includes websites, email marketing, mobile apps, and paid advertising. In any marketing effort, a website should be considered the most tangible public-facing representation of a company, and one of the most important. An organization's website must be easy to find and regularly maintained to keep content fresh and new. Users returning to the site and finding nothing new are likely to stop utilizing it as a resource. In addition to hosting static content, the site should include tools to allow users to select how they want to communicate with/receive information about upcoming changes that will impact parking in the downtown area. Webpages should offer a mobile-optimized version for those who wish to access the site on mobile devices. Social media is a subset of digital marketing.

- **Social Media:** Social media has changed the way people communicate, how stories are told, and how information gets distributed. However, as many industries are noticing, social/new media strategies are only as effective as the consistency of the staff, intern, or volunteer time that is spent to maintain them. The effective use of social media means making a commitment to keeping it updated and fresh with content. The most successful parking programs and organizations using social media are creative in their messaging and approach, using the site not just for information, but also for contests and fun interactions. Social media gives the brand a personable and down-to-earth accessibility that gives a user a continuous reason to keep coming back.

- **Customer Programs:** Municipalities are using loyalty programs to incentive parking patrons to utilize underutilized facilities. This provides the customer with financial incentive and opens the more convenient, higher demand parking facilities up to those willing to pay a premium or needing the more convenient facilities to accommodate their various needs.

- **Multimedia Campaigns:** Telling an organization's (and/or the Division's) "story" consistently across a variety of mediums and materials (i.e., videos, infographics, print and digital) is a hallmark of successful parking and transportation marketing programs. Gone are the days when a simple brochure or public service announcement would be sufficient. Customers expect their service providers to be where they are (online) and to communicate in short, digestible formats that are accessible "on the go".

- **Community Relations*.*** Developing goodwill within the community can benefit an organization on multiple levels. The main principle of community relations is accepting roles and responsibilities as a good neighbor and good corporate citizen that listens and cares about the well-being of community. Community involvement can encompass everything from sponsoring local charities or school sports teams, rewarding employees for volunteering with local groups, or place-making for community benefit. Incorporating social responsibility as part of communications planning is increasingly an essential part of good business.

- **Special Events**. Sponsoring a community program or fundraiser, launching a "donations for citations" program, or hosting a parking meter art contest are all examples of special events that can be components of a communications plan. Special events can work on many levels to achieve positive visibility for an organization by reaching a far broader audience than just event attendees – and in some cases creating news and photo opportunities that translate to positive media coverage.

- **Crisis Communications*.*** Preparing for a crisis is a critical element of any organization's public relations' planning. It is important to be prepared with a plan that includes clearly-defined protocols and coordinated statements, and often a pre-identified, trained spokesperson. The three most important rules in a crisis are to know the facts, tell the truth, and tell it fast. Crisis communications experts used to always talk about the golden hour – that first hour after a crisis before the media start calling. Today, that hour is a millisecond because chances are someone already knows about the incident and has tweeted it, posted it on Facebook, or sent out a video. By telling the truth and telling it fast, a parking professional can get ahead of the crisis, display openness and transparency, and minimize damage to the organization's reputation.

- **Partnerships and Alliances**. The use of strategic partnerships, alliances, joint programs, or endorsements with companies, brands, or organizations that share or are relevant to an organization's mission can often be a way to reach your target audiences effectively. For some marketing efforts, the distribution of messages or materials through a partner can be the best (and most affordable!) path to achieving an organization's communication goals.

Once you have a plan, the “real” work of implementation begins; and as with any project, it is inevitable that course corrections and adaptations may need to be made. As the plan unfolds, new opportunities and/or challenges will likely arise, and the plan should be flexible enough to take new developments (or areas of organizational focus) in stride. As mentioned in the previous section, your plan may include the development of an organizational brand, which might lead to the need for a new logo or visual presence, an updated website and supporting visual materials that ranging from brochures to enforcement vehicle wraps. It is in the Implementation Phase you'll be assigning tasks to specific staff or contracted vendors, creating a timeline, transitioning your planning efforts into an annual work plan and defining a budget.

Some communications and marketing efforts can be accomplished on a limited budget, making use of existing staff and community partner resources. Others will require a more significant investment that might include hiring outside marketing expertise, graphic design, printing or video production, paid media, spokesperson training, and/or elaborate special event expenditures. Budgeting for communications and marketing work – from research to implementation should be done annually as part of a parking and/or transportation program's annual budget process.

Step Four: Performance Evaluation

In recent years, parking industry volunteers have been working to define a common set of Key Performance Indicators (KPIs) that can be applied across organizations and program types. Programs like the International Parking Institute's Accredited Parking Organization (APO) certification have taken benchmarking and organizational excellence to the next level and have helped create consistency in level of service expectations industry-wide. Examples of the type of performance indicator that might help a parking and/or transportation organization track the progress and/or success of a communications plan include:

- Research (follow-up or post-wave research is often conducted to see if target audiences have changed attitudes or perceptions).
- Increase in desired behavior (e.g., more parking customers in a previously underutilized facility)
- Decrease in undesirable behavior (e.g., fewer neighborhood permit citations.
- Accurate and timely press coverage of an event, facility closure or new program.
- Impact to consumer perceptions (e.g., tracked through a decrease in complaint calls and/or via customer satisfaction survey).
- Website traffic, media impressions, and/or social media views/shares.
- Downloads of a new mobile application.

When considering what type of evaluation would be most appropriate for a particular organization, one easy mistake to avoid is starting your evaluation process at the wrong time. Performance indicators and evaluation criteria should be determined during the

Discovery phase (**Step 1**) so that baseline data can be gathered. If one waits until the Implementation Phase to consider what benchmark might be appropriate to track the success of your communications plan, you won't know how your investment in various strategies impacted your ability to meet your goals and objectives.

The following strategies have been identified to help "jump start" the PBOT Enforcement Division's investment in ongoing stakeholder engagement and enhanced communications:

- **Communication – Internal (within the Division)**
    - Develop a Strategic Communications Plan that documents the Division's new Vision, Mission and Guiding Principle statements, outlines recommended public relations, customer-engagement and media relations strategies, and that guides development of annual work planning.
        - Dedicate an annual budget to communication and customer outreach.
    - Review, document, and refine existing Division communication protocols to reduce redundancy and promote transparency. Highlight examples of improved communication via team meetings, morning roll call, etc. at least quarterly.
        - Develop a specific communication protocol that allows front line staff to surface ideas from field observations that can be turned into action items, goals or Standard Operating Procedure revisions. Front line staff are the field experts and feedback is critical.
    - Utilize the International Parking Institute's Accredited Parking Organization matrix, item 12.0 (Marketing and Communications) as a guide for identification of "best in class" strategies for marketing, communication and outreach.

- **Communication – External (outside the Division)**
    - Identify a Division "Frequently Asked Question" one-pager that is available online and to PBOT partners (update annually).
        - Include 3-5 customer-focused and measurable statistics that can be tracked and reported as part of this annual effort (e.g. number of educational warnings provided vs. citations, number of hours spent on customer education).
        - Include some "fun facts" as well (e.g. average number of miles walked by a PEO in one year).
    - Identify a list of key interdepartmental contacts/resources (likely members of the Stakeholder Partner group plus some additional resources) for issues or challenges that are encountered frequently by Division staff. Commit to engaging these resources early/quickly if an issue arises.

- Provide a virtual "comment box" through which customers can provide feedback on their experience interacting with the Division. This can be accomplished via social media (using a tool like Twitter to respond to suggestions real-time) and/or via QR codes that are available on tickets, etc.

- **Stakeholder Engagement – External (outside the Division)**
  - Develop and implement a brief (2-3 question) annual customer experience survey (available online and with the possibility for field administration).
  - Partner with Parking Operations to participate in customer outreach/educational opportunities, at least two times annually (e.g. Parking Kitty video).
  - Continue engagement of Stakeholder Partner group with meetings at least quarterly, to discuss areas of concern, process improvement needs and to highlight successes.

- **Measuring Success**
  - Define S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, and Timely) goals with key metrics and key performance indicators to help track progress and refine process and procedures. Develop these measures in line with Vision, Mission and Guiding Principles.
  - Review the International Parking Institute's <u>Accredited Parking Organization</u> matrix, item 8.0 (Regulation, Enforcement, Adjudication an Collections) as a starting point for development of performance metrics.

A. Enforcement Procedure Book

E N F O R C E M E N T P R O C E D U R E B O O K

VIOLATIONS

BIKE LANE

DISABLED ZONES

DOUBLE PARKING

DRIVEWAY ENFORCEMENT

MOTORCYCLES ONLY

NO METER RECEIPT

NO PARKING AND YELLOW CURB VIOLATIONS

NON-DESIGNATED PARKING

MISCELLANEOUS

TOW PROCEDURES

B. 2018 Organizational Climate Survey Questions

(Please note all sections will include a question that solicits other comments and suggestions for improvement.)

Employee Demographics

1. Your name (optional).
2. Your job title.
3. Your tenure with the organization.
4. Your current assignment in the Parking Enforcement Division.

Individual Job Satisfaction (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. I am clear what my primary job responsibilities are right now.
2. I feel consistently motivated to perform my job.
3. I am willing to take on additional tasks to meet my job responsibilities.
4. I proactively look for opportunities to make continuous improvements in my job.
5. I can see myself working here in three years.
6. Aside from salary and benefits, which aspects of your job are tied most directly to work satisfaction:
    a. A good working relationship with my supervisor
    b. Collaboration and camaraderie with my work peers
    c. Ability and opportunity to accomplish my work goals
    d. Work/life balance
    e. Opportunities to learn and advance
    f. Job security and stability
    g. I don't know

Career Development (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. During my job interview, I learned about the organization's orientation process.
2. During the orientation process, I received the training and support needed to perform my job responsibilities.
3. Throughout my employment history, I have received the necessary training when there have been changes to my job, my assignments, new programs, work environment, etc.
4. I feel that I have opportunities for professional growth through training, special projects, my supervisor's support, etc.
5. I am satisfied with the job-related training programs my organization provides.

Team (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. Employees at our organization proactively help each other when the need arises.
2. New employees are treated as equals to longer-tenured employees.

3. When I have a question to ask or am unsure of a procedure, I know who to specifically go to for an answer/to ask for help.
4. Peers in my organization respond well to unpredictable or changing work situations and/or demands.
5. Employees in our division trust each other in our expertise and ability to accomplish team goals.

Employee Overall Satisfaction Opinion (Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied)

Rank your current level of satisfaction with the following:

1. Relationship with team members
2. Opportunities to use my knowledge, skills and abilities
3. Meaningfulness of my job
4. Overall organizational culture
5. Communications between staff and management
6. Job-related training and support
7. Career development opportunities
8. Career advancement opportunities

Leadership (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. My supervisor recognizes and communicates opportunities to improve my performance.
2. My supervisor provides me with the resources and tools I need to perform my job.
3. If I have a question, I feel that all supervisors are able to provide me equally helpful information and guidance.
4. I feel that I can go to any supervisor to get work direction.
5. My supervisor has the right balance between monitoring my performance and giving me autonomy to complete my work.
6. I respect my supervisor as a professional.

Compensation and Benefits (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. I am satisfied with the current health care related benefits offered by my organization.
2. I am satisfied with the current retirement program offered by my organization.
3. I am satisfied with the amount of paid leave offered by my organization.
4. I am satisfied with the current work/life balance practices offered by organization.

Culture (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. Our division management team is transparent with decision-making that affects my job.
2. I am proud to be a part of this organization.
3. My coworkers and I treat each other with respect.
4. Our workgroup has a culture of cliques.
5. My organization is honest about disappointments and shares lessons learned.
6. My organization values providing events that promote team recognition and fun in the workplace (e.g., holiday events, annual parties, service awards, etc.).

Communications (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)

1. I receive information that affects my daily duties in a complete and timely manner.
2. I feel that the volume of information communicated by management through email is appropriate.
3. Changes are communicated proactively and supported through training or coaching.
4. When the organization makes changes to policies and procedures, I am informed in a timely manner.
5. I know where to go to and who to ask to get information about organization's policies and procedures.

C. Employee Morale "Quick Hits"

I. Overview

PBOT's Enforcement Division recently moved into a temporary condensed office space due to the renovations of the Portland Building. While this move is being described as temporary, the division will occupy the current space for 2 years. The condensed space was referenced during interviews conducted by Marlyn Group as part of the Enforcement Process and Procedures Review project initial site visit. Provided within this document is a set of guidelines and recommendations the Division's Social Committee could use under the direction of the Division Manager and Supervisors to acknowledge the challenging conditions and provide activities to boost team morale.

This document is organized in two sections, the first one providing overarching guidance on how to ensure success when planning, implementing and managing any given program and the second being a sample series of employee moral programs for the Division Manager's consideration and further discussion.

Employee Morale Program Guidance

A. Activities Timeline

Preparing a timeline for each activity will help to assure that important items are not missed or delayed. Use your timeline to keep track of the items that need to be done, who is responsible for each item, the time when the item needs to be started, and delivered. This can be tracked on a simple spreadsheet. Ideally, keep the spreadsheet in a location that is accessible to everyone involved in planning the activity. You can also post a hard copy that can be filled in as things get done or make up a chart on a white board in a central location.

Sharing the timeline with other committee members who are involved will help keep everyone informed of what is due, who is doing it and when it needs to be done. Here are some items to include when writing up your timeline:

- Decide when the activity will take place and include that information in any of the announcements about it.
- Plan the rollout/communication of the activity. Decide how you will introduce it to employees.
- What supplies will you need? Where are they going to come from and who is responsible for purchasing or acquiring the items?
- Establish a budget and obtain approval for the amount you are requesting to spend.

B. Budget

When you are developing a budget for each activity, ensure that you include everything that will be needed to make it a success. Items you might need include:

✓ Decorations for the activity if it has a theme.
✓ Printing costs if this will be needed to help promote and communicate the activity.

✓ Food cost if this is all or part of the activity.
✓ Supplies and anything else that will need to be obtained for the activity.

C. Promoting Each Activity

In order to get the most out of each activity, advertise it within the Division so everyone is aware of it. Be sure to provide enough lead time beforehand, so team members can plan for it and have the opportunity to participate. You may want to announce the activity during a staff meeting, roll call or in a memo or email. Most of the time, direct communication is best; however, the more advertisement the better. You could post a memo about the upcoming activity, but also make a quick announcement during roll call the day before, and then shoot out a quick reminder email on the day of the activity.

Before the official rollout, consider using several of the following to promote the program:

- Posters
- Emails
- Office memos
- Announcements during meetings

Take into consideration whether the employees who will participate have access to email, and other role and location specific factors when making this decision.

D. Going Live with Each Activity

When you are ready to launch each activity, you want to make sure everyone is aware using the communication vehicles mentioned in the previous section. This is a key opportunity to generate excitement about the activity and motivate employees to participate. If other team members will be helping with the activity remind them of the launch and their responsibilities.

E. Other Keys for Success

Here are a few ways to ensure the success of each activity.

What to Do	Why
Always follow through. If you start it, finish it.	Starting or announcing an activity and not finishing it can have a negative impact on employee morale and future programs may not be taken seriously.
Keep motivation going throughout the program is vital.	Motivation is the key to any rewards program. Managers must create excitement around the program and

	share the results that are being achieved.
Provide regular reminders and updates.	This will encourage participation and prevent employees from forgetting about the activity.
Be sure all employees have an opportunity to participate. Think about all shifts and division job roles. Are there times when a supervisor isn't on a shift or activities that need to factor in when employees will be in the office versus the field?	Find a way to offer each activity that works for every shift and job role. If there are times when a supervisor or committee member isn't available to organize or carry out an activity, you may need to schedule some supervisors to occasionally work the shift, or arrange for other ways that allow all employees to join in.

Sample Employee Morale Activities – For Discussion Purposes Only

Listed on the following pages are sample employee morale activities, with each one providing related details associated with objectives, budget, and supporting logistics.

Activity: Soap Box Derby

Budget
$5-10 per person

Program Overview
Organize employees into teams of 5-7 and each team has 4 work days (typically Monday to Thursday) to customize their Soap Box Derby kit into a PBOT themed car. Typical themes could be customer service, team work, PBOT history, etc. What works best is to pick one theme for all teams to work toward. On Friday, the cars are put on display and all vote for their top three favorites, in terms of those cars that best represent the theme. You can announce the winning teams the following Monday morning and each of the top three teams wins a small prize (e.g., 1st place receives a $20 gift card; 2nd place receives a $10 gift card and 3rd place team receives a $5.00 gift card).

Why People Like It
This program encourages team work, creativity, competition and fun in the workplace.

Other Tips
- If it's allowed to bring decorative items from home, it's encouraged to set a budget on those items; e.g., if a team chooses to bring in other items, the value of those items should not exceed $10.00 and a member can bring in only one item.
- When you announce the winners on Monday, perhaps combine it with offering a light continental breakfast that can keep fresh through the morning and into the early afternoon.
- Take pictures of each team and their car to use for future communication purposes.
- Encourage, (if it's not too disruptive) to have other Division managers come in and view the "car show".

Effort to Organize

- The committee has to:
  - source the derby car kits online;
  - identify a space(s) big enough to display the cars;
  - communicate the program (with the rules very clearly spelled out) both through a fun, engaging email and perhaps during roll call the Monday before it kicks off;
  - Organize the teams of 5-7 employees;
  - Create the voting cards;
  - Order the gift cards;
  - Tally the votes;
  - And present the winners.

Activity: Monday Morning Coffee

Budget

$5-10 per person

Program Overview

The committee sources a local coffee house to provide coffee, hot tea and a light continental breakfast to be delivered first thing Monday morning before roll call.

Why People Like It

Monday's are often the toughest day of the week so having a little, thoughtful surprise waiting for employees to kick off the weekend is typically appreciated.

Other Tips

- Try to source a coffee/bakery that can provide the coffee and tea in insulated containers, so they stay hot throughout the morning.
- Select baked goods that can stay fresh throughout the morning and into the afternoon.

Effort to Organize

- The committee has to:
  - source the local coffee house/bakery;
  - place the order the week before;
  - pick up the beverages and food and organize in the roll call room well before the employees' first shift;
  - check on the beverages and food throughout the morning to make sure they stay fresh;
  - clean up at the end of the day.

Activity: Lunch Is on Us

Budget

$15-20 per person

Program Overview
The committee sources a caterer to set up a surprise lunch for everyone.

Why People Like It
Everyone loves a good, hot lunch on the company and it's a nice break in the day.

Other Tips
- Pick a menu that can remain fresh for a solid two to three hours and can be served buffet-style. Avoid pizza or sandwiches.
- Figure out, if necessary, how to have a lunch delivered to those employees who simply cannot get to the office either during lunch, or after their respective shift.
- To add a bit of fun to the event and illustrate appreciation, ask the supervisors to work the buffet as food servers.

Effort to Organize:
- The committee has to:
  - source the caterer;
  - organize and place the order the week before;
  - identify a space in the office to set up the lunch buffet;
  - Work out paper products and beverages with the caterer or source separately;
  - Work with the caterer to set up the lunch;
  - clean up at the end of the day.

Activity: Scavenger Hunt

Budget
$5-10 per person

Program Overview
Organize a photo-based scavenger hunt. Employees receive a list of publicly displayed items (e.g., a fish, government building, a pair of winter boots, upcoming holiday decoration, a state flag, etc.) they are to take pictures of and send back to the committee via email. Everyone who completes the hunt by the set deadline, picks from a basket of gift cards ranging in value between $5.00 - $25.00

Why People Like It
This activity promotes fun in the work place, camaraderie, playful competition and allows the employees to break up the day creatively.

Other Tips
- So as not to lose the balance between work productivity and completing the activity, be sure to give everyone plenty of time to complete the hunt and select items that can easily be spotted on any route.
- Be sure the items on the list do not require any type of disruption (e.g., taking a picture with a barista) or are of people.

Effort to Organize:

- The committee has to:
  - create the scavenger hunt list;
  - communicate the activity (with the rules very clearly spelled out) both through a fun, engaging email and perhaps during roll call the day before it kicks off;
  - have copies of the scavenger hunt and rules printed and distributed to all employees;
  - review the submitted pictures;
  - order the gift cards;
  - be available to allow those employees who complete the hunt be able to pick from the basket of gift cards;
  - communicate a congratulatory note to all employees that lists all of the winning participants.

Activity: PBOT Trivia Day

Budget
$5-10 per person

Program Overview
Organize a PBOT Trivia Day. On the hour (or every two hours) the committee sends to all employees via email a PBOT trivia question. The first employee who "responds to all" the correct answer can pick from a basket of gift cards ranging in value between $5.00 - $25.00

Why People Like It
This activity promotes fun in the work place, camaraderie, playful competition and allows the employees to break up the day creatively.

Other Tips

- Be sure the committee distributes enough questions throughout the day and evening so all employees, regardless of their shifts, can participate.
- When drafting the trivia questions, try to mix in questions that relate to the Division, its history and employees (e.g., who has the longest tenure with the Division, etc.)

Effort to Organize:

- The committee has to:
  - create the PBOT Trivia list;
  - communicate the activity (with the rules very clearly spelled out) both through a fun, engaging email and perhaps during roll call the day before it kicks off;
  - schedule and coordinate who from the committee will send out each question on a timed basis;
  - order the gift cards;
  - Announce each winner and provide direction on where they should go to pick their gift card;

- communicate a congratulatory note to all employees that lists all of the winning participants.

\+ integrity + technology + innovation + initiative + knowledge + creativity